



Analysis Of Company Performance Using The Balance Scorecard Method

Putri Fitria Ardani*, Ade Sri Ulita

Faculty of Economics and Business, Musamus University, Merauke, Indonesia

Correspondence: pfardani@gmail.com

Abstract: Technological advances have dramatically changed the company's management system. Companies must create a good measurement system from traditional methods. A better measurement is used, namely the Balanced Scorecard. The Balanced Scorecard has four methods as a measurement tool: financial, customer, internal business, and learning and growth. The object of this research is PT. Sarana Cipta Mandiri Utama. This study uses primary data sources as the main data. Overall, the performance condition of PT. SCMU is included in good condition with a total score of 33% with category B. By using 4 perspectives, the results of the company's performance measurement are more comprehensive so that it can look at all sides to consider long-term decisions that will be taken by the company. Performance measurement using a balanced scorecard can provide more comprehensive information for the company so that the company can evaluate the company's weaknesses or shortcomings from all perspectives.

Keywords: Performance, Balanced Scorecard, Balanced Scorecard Perspective

1. INTRODUCTION

Economic globalization, a phenomenon of the last decade, is unavoidable. Indonesia's presence on the economic map demands the ability to develop as a new economic power. Such rapid economic development demands the readiness and ability of business actors to keep pace with economic developments resulting from global globalization. This development of economic globalization has also made the business world, a world that can be described as a world that cannot stand alone, develop even more rapidly. Undeniably, business development is heavily influenced by various factors, both internal and external (Rizkia and Rahmawati, 2021).

Currently, measuring company performance has become a crucial aspect for management in evaluating company performance and planning future goals. Various information is collected so that work can be controlled and accounted for. Overview of

Company performance can be obtained from two sources: financial and non-financial information. Financial information is obtained from budgeting to control costs. Meanwhile, non-financial information is a key factor in determining strategies used to implement established objectives. To date, the performance measurements most commonly used by companies are traditional ones, which focus solely on financial metrics such as Return on Investment (ROI), Return on Equity (ROE), Profit Margin, and several other performance measurement methods (Natalia et al. 2020).

This is because financial performance measurement relies solely on information from short-term accounting systems (generally covering one year). Therefore, performance measurement that focuses solely on financial aspects causes organizations or companies to focus more on short-term performance realization. Therefore, companies are required to be able to measure their performance by looking at financial and non-financial aspects. This will provide comprehensive information on all company competencies. From this explanation, an analytical tool is needed to measure company performance comprehensively so that the results will better reflect the company's actual performance. Therefore, a performance measurement method developed with the Balance Scorecard concept emerged (Mega, 2015).

The Balance Scorecard is a performance measurement tool introduced by David P. Norton and Robert S. Kaplan. The Balance Scorecard balances organizational performance measurement, which has been considered too biased towards financial performance. According to Kaplan and Norton in Sandra (2018), the Balance Scorecard is a new framework for integrating various dimensions derived from organizational strategy. The Balance Scorecard is an executive performance measurement tool that requires comprehensive dimensions with four perspectives: financial, customer, internal business processes, and growth and learning. Thus, the Balance Scorecard is a company performance measurement tool that is considered quite effective in measuring overall company performance using four perspectives: financial, customer, internal business, and growth and learning. The company that is the object of this research is PT. Sarana Cipta Mandiri Utama. PT. Sarana Cipta Mandiri Utama is one of the companies affected by Covid-19.

PT. Sarana Cipta Mandiri Utama is a company engaged in sea expedition services and goods transportation services located in Merauke Regency, South Papua Province, precisely on Jalan TMP Polder No. 45A. PT. Sarana Cipta Mandiri Utama was established in 2008 and has survived until now, led by Mr. Multazam Malik. The main reason this company was chosen, because along with technological developments from time to time it will always develop rapidly which is also accompanied by ever-increasing demand from the community's needs. In this case, of course, the higher the needs of the community, of course, the higher the demand for distributors to the expedition. From these needs, of course, it is balanced with the financial strength of the community itself before purchasing the needs for their productivity. PT. Sarana Cipta Mandiri Utama also certainly needs adequate container calculations so that the needs of its distributors are met.

Given the rapid growth of companies in the shipping sector, PT. Sarana Cipta Mandiri Utama is certainly experiencing intense competition with similar companies. To survive and compete with other companies, PT. Sarana Cipta Mandiri Utama is required to implement strategies to compete with its competitors in any conditions and to differentiate itself from other companies to create the best service for customers.

PT. Sarana Cipta Mandiri Utama currently still uses traditional performance measurement methods that focus on measuring financial performance to pursue profit. So that the measurement of non-financial performance of various human resources is not measured which can lead to poor corporate strategic planning and, the contributing factors are the lack of understanding and knowledge about what a balanced scorecard is and its benefits. Limited resources, in implementing this balanced scorecard requires resources including time, money, and personal involvement. From these factors certainly have an impact on PT. Sarana Cipta Mandiri Utama both from a financial perspective, a customer perspective, an internal business perspective, and a growth and learning perspective. From these factors certainly have a serious impact on PT. Sarana Cipta Mandiri Utama, namely, the company only focuses on single financial indicators such as revenue, net profit without taking into account important non-financial aspects so that the company's lack of understanding of non-financial factors that can affect the long-term health and sustainability of the company, the company has difficulty assessing the quality of service to customers so that the company cannot identify areas that need to be improved, there is no special attention to measuring innovation and improvement efforts in internal business processes so that the company has difficulty in facing market changes due to lack of attention to business improvement and innovation, and finally there is no effort to measure or promote an organizational culture that supports learning and innovation, thus impacting the company that allows it to lose its competitive advantage due to lack of adaptation to change and lack of innovative ideas. In this case, the financial report may show high net profit but hides deeper problems that can affect the company's long-term sustainability.

PT. Sarana Cipta Mandiri Utama requires a performance measurement method that can describe the factors that can influence the company's future performance. The Balanced Scorecard method allows the company to measure performance beyond a financial perspective and also complements these aspects by considering customer size, internal business processes, growth, and learning.

PT. Sarana Cipta Mandiri Utama requires accurate, comprehensive financial and non-financial data to measure financial performance by calculating profitability ratios like ROI, ROE, and Profit Margin. It also measures non-financial performance by assessing all aspects of its human resources, including customer retention, internal business processes, and the company's ability to make changes to grow and create a future.

Overall, the Balance Scorecard concept is widely applied to achieve a company's future goals, vision, and mission. The Balance Scorecard can broaden the perspectives covered in strategic planning. Expanding these four perspectives yields benefits, including promising multiple and long-term financial performance and enabling the company to navigate complex environments. The Balance Scorecard requires personnel

to establish causal relationships between the outputs generated by the strategic planning system. The Balance Scorecard can measure difficult-to-measure strategic objectives, and the balance of strategic objectives generated by the strategic planning system is crucial for generating multiple and long-term financial performance.

In this study, the author uses several previous research results as a reference for the author in completing this study. Based on Nurul's research (2021) Analysis of Company Performance Measurement Using the Balanced Scorecard at Pt. Telekomunikasi Indonesia Tbk Witel - Medan shows that the company's performance from 4 (four) balanced scorecard perspectives can be said to be very good because the company can achieve more than the established standards. There are 6 (six) of the 8 (eight) benchmarks used with the Balanced Scorecard perspective successfully meeting the target Ahmad Prayudi and Mariana Tanjung (2018) Analysis of Company Performance Using the Balanced Scorecard Method at PT. Ria Busana Medan The results of this study indicate that using the Balanced Scorecard performance method in general from the financial perspective, customer perspective, and learning and growth perspective shows good results, because several improvements have been achieved each year in this company both in terms of finance, customers, products, and employees. Based on the above background and the absence of research that uses PT. Sarana Citra Mandiri Utama as the object of research, the author is interested in conducting further research on "Company Performance Analysis Using the Balance Scorecard Method (Empirical Study at PT. Sarana Cipta Mandiri Utama)"

2. METHOD

This study uses a quantitative method, namely a method carried out by collecting data through research instruments and analyzing them quantitatively to measure performance based on the Balanced Scorecard approach (Sugiyono, 2017). The type of research used is descriptive research, namely research that aims to describe certain conditions or circumstances which are then presented in the form of a research report (Sugiyono, 2017). This descriptive approach is used to obtain an overview of the quality of PT. Sarana Cipta Mandiri Utama's performance through four Balanced Scorecard perspectives, namely the financial perspective, customer perspective, internal business process perspective, and learning and growth perspective.

The type of data used in this study is primary data, that is, data obtained directly from sources related to the research problem. The research data was obtained from PT. Sarana Cipta Mandiri Utama. The data collection methods used included observation and documentation. Documentation was conducted by collecting various company documents and records required during the study, such as year-end financial reports, customer data, internal business process data, and employee data.

The data analysis technique used in this study was descriptive analysis, which involves compiling, classifying, interpreting, and interpreting data to provide a clear picture of the problem being studied. The analysis was conducted using a Balanced Scorecard approach, which encompasses four perspectives: financial, customer, internal business process, and learning and growth.

From a financial perspective, performance assessment is based on a company's financial statements using several financial ratios, namely Net Profit Margin (NPM), Return on Investment (ROI), and Return on Equity (ROE). Net Profit Margin is used to measure a company's ability to generate net profit from total sales. This ratio is calculated by comparing after-tax profit to total sales, then multiplying by 100 percent. The higher the NPM value, the better the company's ability to generate profits from its sales.

Return on Investment (ROI) is used to assess a company's ability to generate profits from all its assets. This ratio is obtained by comparing after-tax profit to the company's total assets, then multiplying by 100 percent. A high ROI indicates that the company's investments are generating a good return.

Return on Equity (ROE) is used to measure a company's ability to generate net profit using its equity. This ratio is calculated by comparing net profit after tax to total equity, then multiplying by 100 percent. The higher the ROE, the more efficiently the company uses its capital and the greater the return for owners or shareholders.

From a customer perspective, company performance is measured by the level of customer satisfaction, as reflected in cash receipts from customers and the number of retained and newly acquired customers. The first indicator is customer retention, which is the company's success in retaining existing customers. Customer retention is calculated by comparing the number of existing customers to the total number of customers and expressed as a percentage. A high retention rate indicates a company's ability to maintain customer loyalty.

The second indicator is customer acquisition, which is a company's ability to attract new customers. This ratio is calculated by comparing the number of new customers to the total number of customers and expressed as a percentage. The higher the customer acquisition rate, the better the company's ability to expand its market share.

From an internal business process perspective, performance is assessed by measuring a company's operational efficiency through the innovation ratio. This ratio is obtained by comparing operating profit to total revenue and then multiplying by 100 percent. Operating profit is the result of sales after deducting production costs and selling expenses. This ratio reflects the efficiency of internal business processes and the company's ability to manage resources such as labor, equipment, and working capital.

From a learning and growth perspective, performance assessment focuses on human resources, particularly employee retention and productivity. Employee retention indicates a company's success in retaining its workforce. This ratio is calculated by comparing the number of employees who leave to the total number of employees, then expressed as a percentage. A low retention rate (low turnover rate) indicates a more stable company.

Additionally, employee productivity is used to measure employee contribution to company profits. This ratio is calculated by comparing operating profit to the total number of employees. The higher the employee productivity score, the greater each employee's contribution to generating profits for the company.

The stages for determining the calculation results using the Balance Scorecard method are as follows:

The value or presentation of the company's level of importance is done by weighting the four perspectives. *balance scorecard*. According to Ramdhan (2008) the total weight given is 100. and according to Rangkuti (2011), the maximum number of indicator scores is 16 (Widyawati et al 2017).

To calculate weight and score *balance scorecard* The stages are as follows Widya (2017):

- a) Calculating the interval of each perspective to get the value for each indicator using the interval value with the formula of the total indicator score divided by the calculated year, the calculation results show the value of A divided by 3 for value C and multiplied by 2 for value B, (Sri, 2022)
- b) Measuring the weight and weighting of indicators. This is done by counting the number of indicators and calculating the indicator weight based on the average weight value for the relevant perspective divided by the number of indicators. For example, if the financial perspective is given a weight of 45 and the number of indicators in the financial perspective is 3, then the weight of each indicator in the financial perspective is $45/3 = 15$.
- c) Measure the maximum consideration score. This is done by multiplying the maximum indicator score by the indicator weight.
- d) Measuring the total score of an indicator. The scores A = 3, B = 2, and C = 1 for each indicator are based on the four criteria of each indicator.
- e) Calculate the total final score. This is done by dividing the total weighted score by the maximum weighted score and then multiplying by 100%.

The values used to measure each perspective are expressed in letters. If the company's performance, as seen from each perspective indicator, is very good, then the value is A = very good, B = good, and C = adequate.

Table 1 Indicator Score Level for each Perspective

Mark	Information
A	3
B	2
C	1

Source: (Faradiba, 2021).

After the scores from the four perspectives are accumulated, the next step is to calculate the weighted score by multiplying the sum of the indicator scores by the indicator weight. The sum of the weighted scores is used to calculate the final score. *total score*, and to calculate the total final value or *total score* the formula used is:

$$Total\ Score = \frac{Weighted\ Score\ Sum}{Maximum\ Weighted\ Score\ Sum} \times 100\ %$$

The stages of this research are:

- a) Calculating intervals
- b) Calculate the financial perspective score related to the company's financial statements.

- c) Calculating customer perspective scores
- d) Calculating business and internal perspective scores
- e) Calculating the learning and growth perspective score
- f) Once the score for each perspective is known, the next step is to calculate the overall score / *balanced scorecard* from these four perspectives.
- g) After the *scorebalanced scorecard* known, then the results of the company's performance measurement can be determined based on the calculated score.
- h) Draw conclusions from research results.

3. RESULTS AND DISCUSSION

3.1 Results

The analysis was conducted using the Balanced Scorecard approach which includes four perspectives, namely the financial perspective, customer perspective, internal business process perspective, and learning and growth perspective.

a) Financial Perspective

The financial perspective will describe the company's financial condition using financial ratio analysis. The financial ratios used are: *Gross Profit Margin (GPM)*, *Net Profit Margin (NPM)*, *Return on Investment (ROI)* and *Return On Equity (ROE)*

1) *Net Profit Margin (NPM)*

Table 2. Net Profit Margin of PT. SCMU 2020-2022

Information	Year		
	2020	2021	2022
Net profit	Rp. 212,700,374.00	Rp. 201,801,228.00	Rp. 179,898,403.00
Sale	Rp. 689,323,450.00	Rp. 774,893,012.00	Rp. 890,237,485.00
NPM	31%	26%	20%

Source: Processed data

Table 2 shows that the NPM calculation results have decreased from year to year, indicating that the company has not been able to improve its operational activities. The average value of the company's NPM is 26%. The following is the assessment table. *net profit margin* at PT. SCMU company:

Table 3. Net Profit Margin Assessment of PT. SCMU

Mark	Interval
A	52% - 77%
B	26% - < 52%
C	< 26 %

2) *Return on Investment (ROI)*

Tabel 4. Return on Investment PT. SCMU 2020-2022

Information	Year		
	2020	2021	2022
Net profit	Rp. 212,700,374.00	Rp. 201,801,228.00	Rp. 179,898,403.00

Total Assets	Rp. 943,721,453.00	Rp. 848,604,648.00	Rp. 952,345,765.00
ROI	23%	24%	19%

Source: Processed data

Table 4 shows a decline in ROI calculations for 2021-2022, indicating the company is not maximizing its asset management. The average ROI for the company is 22%. The following table shows the assessment. *return on investement* PT SCMU company:

Table 5. Return on Investment Assessment of PT. SCMU

Mark	Interval
A	44% - 66%
B	22% - < 44%
C	< 22%

3) Return On Equity (ROE).

Tabel 6. Return On Equity PT. SCMU 2020-2022

Information	Year		
	2020	2021	2022
Net profit	Rp. 212,700,374.00	Rp. 201,801,228.00	Rp. 179,898,403.00
Equity	Rp. 1,293,558,627.00	Rp. 1,298,101,553.00	Rp. 1,334,506,276.00
ROE	16%	16%	13%

Source: Processed data

Table 6 shows that the calculation results *return on equity* The company's ROE decreased by 45% in 2022, indicating that its equity was not being managed effectively to generate profits. The average ROE for the company was 15%, with a B rating. The following table assesses the ROE of PT SCMU:

Table 7. Return on Equity Assessment of PT. SCMU

Mark	Interval
A	30% - 45%
B	15% - < 30%
C	< 15%

b) Customer Perspective

The customer perspective measures how well a company can acquire new customers and retain existing ones. The following are the results of the customer perspective measurement:

1) Ability to Retain Old Customers (Customer Retention)

Table 8. Customer Retention Ability to Retain Existing Customers

Information	Year		
	2020	2021	2022

Number of Existing Customers	54	79	96
Total Customers	128	168	173
Customer Retention	42%	47%	55%

Source: Processed data

Table 8 shows that the company's ability to retain existing customers increased in 2021, then decreased in 2022. The company is considered good at retaining existing customers, with an average customer retention score of 48%. The following table shows PT SCMU's customer retention assessment:

Table 9. Customer Retention Assessment

Mark	Interval
A	96%- 144%
B	48%-< 96%
C	<48%

2) New Customer Acquisition Rate (CAC)

Table 10 Customer Acquisition New Customer Acquisition Rate

Information	Year		
	2020	2021	2022
Number of New Customers	74	89	77
Total Customers	128	168	173
Customer Acquisition	58%	53%	45%

Source: Processed data

Table 10 shows that the company's ability to acquire new customers in 2020 was the highest compared to the following year. However, this declined in 2021 and 2022. It can be concluded that the company is not performing well in acquiring new customers. The average customer acquisition score is 52%. The following table shows the customer acquisition assessment for PT SCMU:

Table 11 Customer Acquisition Assessment

Mark	Interval
A	104% - 156%
B	52% - < 104%
C	< 52%

c) Internal Business Perspective

Table 12. Operating Profit Margin

Information	Year		
	2020	2021	2022

Operating Profit	Rp. 207,890,291.00	Rp. 198,900,109.00	Rp. 205,617,819.00
Income	Rp. 689,323,450.00	Rp. 774,893,012.00	Rp. 890,237,485.00
Profit margin Operational	30%	26%	23%

Table 12 shows that the company's operating profit margin has not increased from year to year. This indicates that the company's ability to achieve cost efficiency in its operational processes is not yet optimal. The average operating profit margin is 26%. The following table shows the operational profit margin assessment for PT SCMU.

Table 13. Internal Business Perspective Assessment of PT. SCMU

Mark	Information
A	52% - 79%
B	26% - <52%
C	< 26%

d) Growth and Learning

1) Employee Retention

Employee turnover rates are used to assess how well a company can retain its best employees. The following is the employee retention calculation for 2020-2022:

Table 14. Employee Retention

Information	Year		
	2020	2021	2022
Number of employees leaving	2	2	0
Total Employees	41	34	38
Employee Retention ×100%	5%	6%	0%

Source: Processed data

As seen in Table 14, employee retention has increased annually. Therefore, it can be said that PT. SCMU's employee turnover rate is very good. The average employee retention rate is 4%. The following table shows PT. SCMU's employee retention assessment:

Table 15. Employee Retention Assessment

Mark	Information
A	< 4%
B	4% - < 8%
C	8% - 13%

2) Employee Productivity

Employee productivity measurements are conducted to determine the output produced by each employee. The results of the employee productivity measurements

can be seen in the following table:

Table 16 Employee Productivity

Information	Year		
	2020	2021	2022
Operating Profit	Rp. 207,890,291.00	Rp. 198,900,109.00	Rp. 205,617,819.00
Total employees	41	34	38
Employee productivity	Rp. 5,070,494.90	Rp. 5,850,003	Rp. 5,410,995

Source: Processed data

As seen in Table 16, employee productivity increased from 2020 to 2022, indicating that employee productivity in contributing to increased company revenue is considered excellent. The following table summarizes employee productivity assessments at PT. SCMU:

Table 17 Employee Productivity Assessment

Mark	Information
A	Rp 10,887,662.23 - Rp 16,331,493.35
B	Rp 5,443,831.12 - < Rp 10,887,662.23
C	< Rp 5,443,831.12

3.2 Discussion

1) Financial Perspective

Table 18 Results of Measurement of PT. SCMU's Financial Perspective

Year	Ratio					
	NPM		ROI		ROE	
	Results	Mark	Results	Mark	Results	Mark
2020	31%	B	23%	B	16%	B
2021	26%	B	24%	B	16%	B
2022	20%	C	19%	C	13%	C
Total	77%		66%		45%	
Rate-rate	26%	B	22%	B	15%	B

The company's NPM in 2020 earned a B with a percentage of 31%. This was due to the company's capital being greater than the company's net profit, indicating a fairly good NPM condition in terms of the company's capital availability. In 2021, the company's NPM produced a B with a percentage of 26% and decreased. This was due to the company's increasing expenses, decreasing operating profit, and decreasing other income. Furthermore, In 2022, the company's NPM experienced a very significant decline and resulted in a C value with a percentage of 20%. This was because in that year the

company's expenses were very high so that the company was unable to achieve profits like in previous years.

The average NPM value results in a B value. The company's management in achieving net profit is still ineffective. This occurs because the Covid-19 pandemic has hit Indonesia, so that the process of sending goods from outside the region experiences obstacles caused by government regulations to limit sea transportation activities. It is hoped that the company can balance net profit from the amount of expenses incurred to achieve optimal profit.

The company's ROE in 2020 produced a B value with a percentage of 23%, indicating a fairly good ROI condition. This indicates that the company's performance still needs to be further improved. In 2021, the company's ROI increased by 1%, to 24%, with a B value. This occurred because the company was able to increase investment and increase the number of assets quite well. In 2022, the company's ROE decreased by 19%, resulting in a C value. It can be seen that the company's performance is still lacking, the company is unable to maintain investments from the previous year and is less than optimal in achieving profits.

This occurred because the company's net profit declined significantly due to the Covid-19 pandemic that hit Indonesia, resulting in obstacles in shipping goods from outside the region due to government regulations restricting maritime transportation activities, thus affecting net profit. The average ROE value resulted in a B, indicating the company's performance in managing investments was quite good.

The company's ROI in 2020 and 2021 produced a B value with a percentage of 16% indicating that the company's ROE condition is good because the company is able to balance its percentage, however, profits in 2021 decreased and the company's equity increased, this indicates that the company has not been able to manage its assets well. In 2022 the company experienced a decline by producing a C value with a percentage of 13%, because the company was unable to manage its assets well, this is not good enough for the company.

The overall financial perspective performance results are in good condition with *score* The final financial indicator is 6 and is included in rate B. This shows that the company is approaching effectiveness in achieving optimal financial performance.

2) Customer Perspective

Table 18 Results of PT.SCMU Customer Perspective Measurement

Year	Customer Retention		Customer Acquisition	
	Results	Mark	Results	Mark
2020	42%	C	58%	B
2021	47%	C	53%	B
2022	55%	B	45%	C
Total	144%		156%	
Rate-rate	48%	B	52%	B

In the assessment table 18 shows the results of customer perspective performance, for customer retention it gets an average of 48% with a value of B where each year the customer presentation increases because the company can retain customers, and in customer acquisition it gets an average of 52% with a value of B, the results of customer acquisition calculations decrease every year because the company is unable to retain its new customers.

The overall customer perspective performance results are in good condition with *score* The final customer indicator is 4 and is included in rate B. This shows that the company is good at retaining customers.

3) Internal Business Perspective

Table 19 Internal Business Perspective Measurement Results

Year	Operating Profit Margin	
	Results	Mark
2020	30%	B
2021	26%	B
2022	23%	C
Total	79	
Rate-Rate	26%	B

In the assessment table 19, the results of the overall internal business perspective performance are in good condition. *score* The final internal business indicator is 2 and is included in rate B, in the measurement of the internal business perspective, every year there is a decline due to the company's operating profit decreasing, although in 2022 there was an increase but it was unable to achieve a profit in 2020.

1) Growth and learning perspective

Table 20 Results of Measurement of Growth and Learning Perspectives

Year	Employee Retention		Employee Productivity	
	Results	Mark	Results	Mark
2020	5%	B	Rp. 5,070,494.90	B
2021	6%	B	Rp. 5,850,003	B
2022	0%	A	Rp. 5,410,995	C
Total	14%		Rp. 16,331,493.35	-
Rate-Rate	4%	B	Rp. 5,443,831.12	B

In the assessment table 20, it shows that the overall performance results of the growth and learning perspective are in good condition. *score* namely 5 and is included in rate B, because the company is able to stabilize its total number of employees

4. CONCLUSION

Based on the calculation results *balanced scorecard*, financial perspective is in good condition with a final component value of 45 and falls into category B, customer perspective is in good condition with a final component value of 30 and falls into category B, internal business perspective performance is in good condition with a final component value of 25 and falls into category C, Growth and Learning perspective is in very good condition with a final component value of 25 and falls into category C.

Overall, the performance condition of PT. SCMU is included in good condition B with *total score* 33% in category B. By using four perspectives, the company's performance measurement results are more comprehensive, allowing for a comprehensive view of all aspects to consider long-term decisions the company will make. Performance measurement uses *balanced scorecard* can provide more comprehensive information for companies so that the company can evaluate the company's weaknesses or shortcomings from all perspectives.

5. REFERENCE

- Rizkia, A. and Rahmawati, S. (2021) 'Globalization: Factors Influencing Anti-Monopoly and Unfair Business Competition', *Journal of Applied Management Science*, 2(5), pp. 631-643.
- Hanuma, S. (2011). *Balanced Scorecard Analysis as a Company Performance Measurement Tool (Case Study at PT. Astra Honda Motor)*. *Journal of Accounting*, 1-24.
- Mega Irawan, M. (2015). *Measuring Company Performance Using Balanced Accounting*
- Natalia Kesek, F., Sabijono, H. and Tirajoh, V.Z. (2020) 'Company Performance Analysis Using the Balanced Scorecard Method at PT. Nenggapratama Internusantara', *EMBA Journal*, 8(4), pp. 1111-1118.
- Nurul Atika Fitri Nasution (2021) *Analysis of Company Performance Measurement Using the Balanced Scorecard at PT. Telekomunikasi Indonesia Tbk Witel - Medan*
- Rangkuti 2011. *Financial Management at Permata Gemilang Integrated Islamic Junior High School, South Tangerang City: Balance Score-Card (BSC) Review*. *Jurnal Religion Education Social Laa Roiba Jurnal*
- Sugiyono. 2017. *Quantitative, Qualitative, and R&D Research Methods Bandung*: CV Alfabeta
- Sandra, J. (2018). *Performance Measurement Evaluation Using the Balanced Scorecard Approach (Study at PT BNI (Persero), Tbk.)*. *Bijak Scientific Magazine*, 15(1), 52-67. <https://doi.org/10.31334/bijak.v15i1.132>

Suryani, Y. T., & Retnani, E. D. (2016). Implementation of the Balanced Scorecard in Measuring Hospital Management Performance. *Journal of Accounting Science and Research*, 5, 1-15.

Sri Hartati (2022). Performance Measurement Analysis Using Balanced Scorecard at Hotel Segara Lombok Lodge. *Jurnal Publisher Seval Scorecard*. Faculty of Economics UNSIQ Wonosobo, 9(2), 67-87