

**THESIS**

**EVALUATION OF THE BALANCED SCORECARD IMPLEMENTATION IN  
PT. BANK NEGARA INDONESIA (Persero) Tbk REGIONAL OFFICE 02 PADANG**



By:


**PUTRI OLIA**

05 153 016

*Submitted in partial fulfillment of the requirement for  
Undergraduate degree in economics*

**Accounting Department  
Economic Faculty of Andalas University  
PADANG  
2011**



	No. Alumni Universitas :	<b>Putri Olia</b>	No. Alumni Fakultas
	<b>BIODATA</b>		
a). Tempat / Tgl Lahir : Padang / 25 November 1986 b). Nama Orang Tua : Jetty D.j c). Fakultas: Ekonomi d). Jurusan: Akuntansi e). No.BP : 05153016 f).Tgl Lulus: 31 Januari 2011 g). Predikat Lulus: Sangat Memuaskan h). IPK : 3.01 i). Lama Studi : 5 Thn, 5 Bln j). Alamat Orang Tua : Wisma Indah VII Blok G No. 6 Tabing – Padang 25171			

**Evaluation of The Balanced Scorecard Implementation in PT. Bank Negara Indonesia  
(Persero) Tbk Regional Office 02 Padang**

Skripsi S1 Oleh : Putri Olia  
Pembimbing : Drs. Riwayadi, MBA, Ak

**ABSTRAK**

In order to achieve the vision and mission, the company needed to implement the correct strategy. In the other side, to be able to see whether the company has adopted the right strategy, companies need to evaluate internal and external factors. That requires a method and system of performance appraisal as a means of evaluation to determine if the company has implemented a strategy based on the expected performance assessment. Implementation of this performance assessment method used to obtain the company's success in achieving the targets set out in the attainment of the vision and mission. Balanced scorecard is a solution to conduct an assessment of corporate performance, because performance appraisal carried out not only financial terms but also in terms of non-financial. Purpose of this study is to investigate and evaluate the performance of PT. BNI (Persero) Tbk Regional Office 02 Padang in implementing the balanced scorecard method using two perspectives, which consists of the perspective of financial and operational perspective. From the evaluation of the balanced scorecard performance assessment system implemented PT. BNI both in terms of financial and non-bank financial PT. BNI (Persero) Tbk Regional Office 02 Padang can be categorized as "Good".

*Keywords: balance scorecard, performance.*

Abstrak telah disetujui oleh Pembimbing.

Tanda Tangan	
Nama Terang	Drs. Riwayadi, MBA, AK

Skripsi telah dipertahankan di depan sidang penguji dan dinyatakan lulus pada tanggal 13 Januari 2011. Abstrak telah disetujui oleh Penguji :

Tanda Tangan		
Nama Terang	Dra. Husna Roza, M.Com (Hons), Ak	Yessi Oktavia, SE. M.Bus, Ak

Mengetahui:  
Ketua Jurusan:  
Dr. H. Yuskar, SE, MA, Ak

Alumnus telah mendaftar ke Fakultas/Universitas Andalas dan mendapat Nomor Alumnus:

	Petugas Fakultas/ Universitas	
No. Alumni Fakultas :	Nama	Tanda Tangan
No. Alumni Universitas :	Nama	Tanda Tangan

## CHAPTER 1

### INTRODUCTION

#### 1.1 Background

Management of the company should be able to identify accurately the competition in the market and how the strategies should implement by the company to compete with competitor company. Since crisis era in South East Asia especially Indonesia from year 2007 consumer behavior is more rationale, efficient, and focus on value from product and services that they buy. Costumer usually compare between benefit and cost that they spend to get value of the product. In term of giving value to costumer, company needs to develop the valuable product, means that the products not only fulfill costumer need but also with rationale cost.

The performance and individual's behavior in the company will support the competition. The question is which perspectives could support the company to measure the quality? In the beginning, company used to implement traditional accounting that focused on financial such as budgeting and standard cost to measure their performance. However, this financial perspective measurement was not enough to evaluate company performance through a competitive environment. Financial measurement determine of company performance financial by pushing the manager to take a short-time action by sacrificing the long-term objectives such as to increase profit or ROI, a manager can reduce his commitment to development or training for the employee, included investment in



technology system for company future needs. It means in short-term, it will cause financial performance rises, but in long-term it will decrease. This measurement ignores non-financial aspect and intangible asset.

Every company should invest and run their intellectual asset by building a good relationship with the customer because, good relationship can create customer loyalty and organization possibility in serve new segment of customer and market effectively and efficiently will give benefit for the company at the end of the process. Introduce innovative product and services needed of customer. Produce high quality product and services with lower cost and short time. Motivate the employees to do improvement continuously in process, quality, and response time to raise efficiency and effectiveness.

Therefore, it is clear that performance measurement system that only based on financial perspective is no longer sufficient to appraise the performance of a company, because company performance covers a large and competitive aspect. That is why companies need a new system to measure their performance. They need a system which not only measure the financial aspect but also non-financial aspect.

This problem has made Kaplan and Norton formulate a new concept in performance measurement system named Balanced Scorecard (BSC). This balanced means balance in the perspectives between financial and non-financial aspects. In balance scorecard, there are four perspectives in measuring company performance; financial perspective as financial aspect

## CHAPTER 5

### CONCLUSIONS

#### 5.1 Conclusion

After doing research, collecting data, and conduct interviews about the balanced scorecard that is applied to the PT. Bank Negara Indonesia (Persero) Tbk Regional office 02 Padang, we can conclude several things, which are:

1. Balanced scorecard has been implemented in PT. Bank Negara Indonesia (Persero) Tbk West Sumatra Region since 2006.
2. The company's performance appraisal through the intranet system is limited in the BNI headquarter Jakarta.
3. In 2009, the balanced scorecard of PT. Bank Negara Indonesia (Persero) Tbk Regional office 02 Padang only had two perspectives of balanced scorecard. These perspectives were financial perspective and operational perspective. These perspectives were same as previous year because the have already been formalized in the Performance Management System (PMS).
4. Indicators for perspective financial are Operating Income, Fee Income, Return on Assets (ROA), Cost to Income Ratio (CIR), and Earning per Employee (EPE) for the financial perspective. Operational perspective indicators are Customer Service Satisfaction, Credit Recovery, Outstanding Balance Expansion for Syariah Office Channeling in Conventional Branch, Outstanding Loan Expansion, Collectibility of Loan, the Outstanding



## REFERENCES

- Balanced Scorecard, Viewed on February 4, 2010, from [http://en.wikipedia.org/wiki/Balanced\\_scorecard](http://en.wikipedia.org/wiki/Balanced_scorecard)
- Balanced Scorecard, Viewed on February 4, 2010, from [http://www.businessballs.com/balanced\\_scorecard.htm](http://www.businessballs.com/balanced_scorecard.htm)
- Balanced scorecard, Viewed on February 4, 2010, from [http://www.encyclopedia.com/topic/Balanced\\_Scorecard.aspx#2-1018:balancedscorecard-full](http://www.encyclopedia.com/topic/Balanced_Scorecard.aspx#2-1018:balancedscorecard-full)
- Balanced Scorecard Basic, Viewed on February 9, 2010, from <http://balancedscorecard.org/BSCResources/AbouttheBalancedScorecard/tabid/55/Default.aspx>
- Balanced Scorecard Performance and Methodology.pdf, Download on February 4, 2010, from <http://www.management.energy.gov/726.htm>
- Branch scorecard, 2009, Department business employee, Email January 18, 2011, from [desridasril@yahoo.com](mailto:desridasril@yahoo.com)
- Cobbold, Ian & Gavin Lawrie, 2002, *Balanced Scorecard as a Strategic Management Tool*, 2GC Conference Paper, USA: Boston.
- Company profil, Company profile book.pdf, Download on September 1, 2010, from <http://www.bni.co.id>
- Gaspersz, Vincent, 2005, *Sistem Manajemen Kinerja Terintegrasi: Balanced Scorecard dengan Six Sigma untuk Organisasi Bisnis dan Pemerintah*, Jakarta: PT. Gramedia Pustaka Utama.
- Hidayat, Wendy, 2009, *Performance Measurement System (PMS)*, Viewed on November 22, 2010, from Wendy Hidayat WeBlog's.htm
- How is bank cost to income ratio calculated, Viewed on November 20, 2010, from [http://wiki.answers.com/Q/How\\_is\\_bank\\_cost\\_to\\_income\\_ratio\\_calculated](http://wiki.answers.com/Q/How_is_bank_cost_to_income_ratio_calculated)
- Kaplan, Robert S. & David P. Norton, 1996, *Balanced Scorecard: Menerapkan Strategi Menjadi Aksi* (Translating Strategy into Action), Jakarta: Erlangga.
- Kaplan, Robert S. & David P. Norton, 1996 Jan/Feb, *Using Balanced Scorecard as a Strategic Management System*, Harvard Business Review.