



BUSINESS PERFORMANCE ANALYSIS OF SAMBA LOKAN OSWARI FOOD USING BALANCED SCORECARD

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ABSTRACT

Purpose of this study was to analysis the performance of Samba Lokan Oswari Food in Mukomuko Regency using the balanced scorecard methode based on four perspectives, namely financial perspective, customer perspective, internal business process perspective, and learning and growth perspective. Respondents in this study consisted of 1 business owner, 43 customers and 6 employees. The data used in this study are primary data obtained through interviews with business owners, customers and employees. And secondary data obtained from literature or previous research. The result showed that the business performance of Samba Lokan Oswari Food based on a financial perspective with a total score of 3, a customer perspective with a total score of 1, an internal business process with a score of 1, and learning and growth perspective with a score of 2. Overall, the company value obtain Samba Lokan Oswari Foods business was 0.64. Based on the rating scale, the business performance of Samba Lokan Oswari Food was in the "good" category.

INTRODUCTION

Bengkulu Province is located on the west coast of the island of Sumatra and is directly face the Indian Ocean. With a coastline of \pm 525 km from southeast to southwest, there are a lot of potential resources in coastal areas and several large rivers, one of which is Mukomuko Regency (Bappeda, 2016). BPS (2018) states that Mukomuko Regency has a river that is wide and has important role for the community, one of which is used as a source of livelihood for lokan clams. According to information from the community, this lokan clam has a price of IDR 15,000 - IDR 20,000 per can of rice measurement. This makes some business actors view the development of the lokan clam fisheries sub-sector as something that has added value to increase their income, one of which is samba lokan. Samba lokan is a traditional food originating from Mukomuko Regency. One of the home industries engaged in the processing of lokan clam is Oswari Food.

Intense competition between home industries makes the Samba Lokan of Oswari Food business aware of how to deal with competition which is not only seen in terms of product quality but business performance is also one of the benchmarks for the success of running a business. Business performance is a comprehensive picture of the condition of a company over a certain period of time, and is a result or achievement that is influenced by the company's operational activities in utilizing the resources it has (Wiratha et al., 2023).

Performance appraisal can detect company weaknesses and deficiencies and become material for performance evaluation (Ariyanto & Mangesti, 2016). As the owner of this business, the owner of Samba Lokan Oswari Food stated in running his business he still considers and only focuses on the financial aspect, so it is considered outdated to the current business competition conditions because it cannot provide information about other factors in the company that need to be managed and to be improved in terms to face the competition. To overcome this, we need a performance analysis method that is able to measure widely, not only on the financial aspect but also on the non-financial aspect, namely the balanced scorecard method.

The balanced scorecard has a specialty because it measures company performance both from a financial and non-financial perspective, namely a financial perspective, a customer perspective, an internal business process perspective and a learning and growth perspective (Tandiontong & Yoland, 2011). Based on the background of the problem, it is interesting to study the extent to which the level of success of the performance of a business using the balanced scorecard concept.

RESEARCH METHODS

This research was conducted at the Samba Lokan Oswari Food business which is located on Jl. Fatmawati, Ujung Padang Village, Mukomuko City District, Mukomuko Regency. The determination of the research location was carried out intentionally or purposive sampling, namely sampling the area based on the characteristics by considering that the Samba Lokan Oswari Food Business was the first typical food business of Mukomuko Regency and had legal business license. The research was conducted from October 15th to November 15th, 2020.

The determination of the first respondent in business performance was carried out using a purposive sampling method, namely the owners and employees of the Samba Lokan Oswari Food Business. Respondents were then taken using the accidental sampling method, namely customers. Respondents in this study consisted of 1 business owner, 43 customers and 6 employees. The data used in this study are primary data obtained through interviews with business owners, customers and employees. And secondary data obtained from literature or previous research. The data analysis used in this study is descriptive, both qualitative and quantitative, including the following:

Analysis of the Vision and Mission of the Samba Lokan Oswari Food

The analysis of the vision and mission of the Samba Lokan Oswari Food will be translated into four balanced scorecard perspectives, namely financial, customer, business processes internal, as well as learning and growth. According to Alimudin (2017) in the balanced scorecard concept, the vision and mission that have been formulated are then translated into a number of strategic objectives which are carried out qualitatively. The Balanced Scorecard (BSC) is one of the most influential strategy implementation and control tools in the last 75 years and plays a role in providing greater control to business owners and providing more timely insights regarding business performance (Tawse & Tabesh, 2023).

Analysis of Determining Key Performance Indicators (KPI)

After determining the vision and mission, the next step is to determine Key Performance Indicators (KPI). The outcome measure in this study was determined qualitatively.

Business Performance Measurement Analysis

Measurement of Samba Lokan Oswari Food's business performance was carried out using the balanced scorecard method. The balanced scorecard is a research method that aims to translate the vision and mission of the company's performance in four perspectives, namely financial perspective, customer

perspective, internal business process perspective and learning and growth perspective (Faishol, 2016).

Financial Perspective

The financial perspective is one aspect used to evaluate and provide an overview of business profitability (Indrayani & Rashied, 2023). The financial perspective has existed since the beginning of making the balanced scorecard, because the financial perspective can be measured and is tangible, so it is easy to measure. The financial perspective used in this study is the income statement, balance sheet and financial ratios.

Financial Statement

Income Statement

According to Pangestu, et al. (2015), the income statement is a systematic report on income, costs, profit and loss obtained by a business during a certain period.

Balance Sheet

According to Munawir (2010), the balance sheet is a systematic report on the assets, liabilities and capital of a company at a certain time which aims to provide information about the company's financial position.

Financial Ratio Analysis

Ratio analysis used in this study consisted of solvency ratios, profitability ratios and efficiency ratios. The solvency ratio is measured by the value of the debt to assets ratio and debt to equity ratio, then the profitability ratio is measured by measuring the value of GPM, NPM and ROI, and the efficiency ratio is measured by comparing revenues and total costs.

Customer Perspective

The customer perspective is designed to measure how well a company meets the needs of its customers and market segments. The customer perspective can be analyzed by measuring customer satisfaction, loyalty, retention, acquisition and customer profitability (Ichwan et al., 2022). The measurement used in this study is the level of customer satisfaction in the Samba Lokan Oswari Food business as measured by two analytical tools, namely Importance Performance Analysis (IPA) and Customer Satisfaction Index (CSI).

1) Internal Business Perspective

The measurements used for the internal business process perspective in this study are Manufacturing Cycle Effectiveness (MCE) and after-sales service.

2) Development and Growth Perspective

The measurement used in this perspective is the level of employee satisfaction as measured by two analytical tools, namely Importance Performance Analysis (IPA) and Employee Satisfaction Index (ESI), employee productivity which is measured by comparing the output produced with the number of employees deployed to produce these outputs and employee retention as measured by the number of employees leaving the Samba Lokan Oswari Food business other than due to retirement, dismissal and death.

Overall Business Performance Measurement

Analysis of Samba Lokan Oswari Food's business performance measurement uses a rating scale. In the weighting of these four perspectives, it begins by intervaling the indicator values in each perspective with the interval calculation formula according to Rahmadani (2019) as follows:

$$\text{Interval} = \frac{\text{Indicator Value} - \text{Minimum Value}}{\text{Number of Classes}}$$

The next step is to compare the size of the average realization results. Average with indicator values that have been intervalled in each perspective to obtain a performance outcome measure based on a rating scale with a score of -1, 0, 1 (Mulyadi, 2001). The method used to determine the weight of each perspective is to add up the total weighted score of each perspective divided by the total part of the four perspectives, formulated as follows (Timur et al., 2014):

$$\text{Weight} = \frac{\text{Total Score of Strategic Measures}}{\text{Total Measures Strategic}}$$

After the weight value is known, the next step is to make a scale to assess the total score so that the company's performance can be said to be "poor" (-1 scale), "fair" (0) and "good" (scale 1) as suggested by Hanuma and Kiswara in Aspriyati et al.(2017). With this scale, the business performance of Samba Lokan Oswari Food can be seen.

After making the scale, the next step is to determine the boundaries of the "poor", "fair", and "good" areas. Performance is said to be "poor" if the value obtained is less than 50 percent (it is assumed that 50 percent is equal to 0), the performance is said to be "good" if the value obtained is more than 80 percent (it is assumed that 80 percent is equal to 46 with 0.6), while the performance is said to be "fair" if the value obtained is between 0-0.6 (Hanuma and Kiswara, 2011).

RESULTS AND DISCUSSION

Business Characteristics

Characteristics of Business Owners

Age of business owner of Samba Lokan Oswari Food is 45 years old. This age is an age that belongs to the productive category, because according to Benedict (2016), the age of 15 years to 60 years is a productive age at work. The owner of the Samba Lokan Oswari Food only completed his education to the elementary school level (SD). In accordance with Nainggolan's research (2016), that the education level of the owner of MSMEs has no effect on income and business performance. The business owner has 4 family members, with the results obtained from this business and the wife of the business owner who works as a Civil Service Employee (PNS), it can be said that this family is classified as a well-off family. This business has been running for 9 years, this shows that the owner's level of experience with this business is high enough.

Characteristics of Customers

The age of the customers of the Samba Lokan Oswari Food is divided into three categories, namely 21-33 years, 34-46 years and >46 years. More than half of customers are aged 21-33 years (60%). This is because person at that age is still in productive age or working and earning simultaneously has a high desire to enjoy local culinary, both for self-satisfaction and for souvenirs to be brought to a certain place. More than half of the customers of this business are female (63%) This shows that women are more consumptive and easily attracted to buying samba lokan than men.

The customer's last education level is divided into four categories, namely elementary, junior high, high school and college. The results show that most of these business customers are in the college category (68%). This shows that the higher a person's education level, the more selective they will be in choosing the product to be consumed and will pay more attention to the content in a product. Customer work is divided into eight categories, namely Farmer, Midwife, Civil Servant, Honorary, Housewife, Student, Fisherman and Private. The results show that most of the customers are civil servants (30%). The income category of this business customer is divided into three, namely IDR <3,000,000, IDR 3,000,000-7,000,000 and IDR >7,000,000. The results show that most of the customers have an income of IDR <3,000,000 (70%).

Employee Characteristics

The age of the employees of the Samba Lokan Oswari Food is divided into three categories, namely 30-32 years, 33-35 years and >35 years. The results show that the majority of the employees of this business are in the age category of 33-35 years (57%). This age shows that employees are in the productive age

category, at that age the employee's performance is usually in a stable condition, has a stable spirit and accepts the duties and salaries given by the company and does not demand much (Aprilyanti, 2017). More than half of the employees of this business are female (71%) This is because the company considers women to be more presentable, detailed and skilled in carrying out their work.

The latest education level of employees is divided into four categories, namely elementary, junior high, high school and college. The results show that all employees of the Samba Lokan business have studied up to high school (SMA). According to Artatanaya (2013), the level of education has a positive effect on work experience and skills. The length of service of this business employee is divided into two categories, namely 3-6 years and >6 years. The results show that the majority of the employees of this business have worked for 3-6 years (83%). Aprilyanti (2017) says that the longer a person's working period will increase one's proficiency in implementing technical aspects of equipment and work techniques.

Vision And Mission Of The Samba Lokan Oswari Food

After confirmation from the business owner, the vision of the Samba Lokan Oswari Food is "To make the Oswari Food Home Industry a center for producing various types of quality processed lokan clams that can be widely known by the people of Indonesia". In accordance with the vision that has been set, the Samba Lokan Oswari Food puts forward its mission, namely: 1. Developing innovation in both quality products and services 2. Creating new jobs and 3. Opening a branch of the lokan clam processing business in the capital city of Bengkulu Province.

In realizing the vision and mission of the business that has been determined, interpretation is carried out by identifying strategic goals from each of these perspectives and aims to find out how the causal relationship from the four perspectives is.

Table 1. Strategic Targets for the Samba Lokan Oswari Food Business

Strategic Targets	
Financial Perspective	Customer Perspective
1. Improved Solvency	1. Giving Satisfaction to Samba Lokan Customers
2. Increase Profits	
3. Increasing Business Efficiency	
Internal Business Process Perspective	Learning and Growth Perspective
1. Improving the Service Process to Customers.	1. Increase Employee Satisfaction
	2. Improving the Quality and Capabilities of Employees

Source: Processed Primary Data, 2021

Key Performance Indicators (Kpi)

The determination of performance measures or KPIs for the Samba Lokan Oswari Food business is carried out together with business owners which consists of two measures, namely the work size (lagging indicator) and the work trigger measure (leading indicator) (Pratiwi, 2009). The Key Performance Indicators that have been set by this business are as follows:

Table 2. Key Performance Indicators (KPI) of Samba Lokan Oswari Food Business

Perspective	Strategic Goals	Key Performance Indicator (KPI)	
		Result Measures	Trigger Measures
Financial	-Peningkatan Solvabilitas	<i>Debt to Assets Ratio, Debt to Equity Ratio</i>	- Net profit value
	- Improve Profit	GPM, NPM and ROI	- Increased revenue and reduced costs
	-Increased Business Efficiency	R/C Ratio	-Increased sales and reduced cost
Customer	-Customer Satisfaction	Customer Satisfaction Survey	-Good quality product and good service
Internal Business Process	- Shortening production time	<i>Manufacturing Cycle Effectiveness (MCE)</i>	-Time of business production
Growth and Learning	-Increased Employee Satisfaction	Employee Satisfaction Survey	-Improved employee performance
	-Improve employees' quality and capability	Employees' productivity	-Business profit
		Employee Retention	-Retain the senior employee

Source: Aspriyati, et al., 2017

Business Performance Measurement Of Samba Lokan Oswari Food

A. Financial Perspective

1. Financial Statements

a. Income Statement

The income statement is a financial statement that reports all business activities of Samba Lokan Oswari Food for a certain period of time.

Table 3. Income Statement of Samba Lokan Oswari Food

Income Statement of Samba Lokan Oswari Food		
Year 2018 and 2019 (IDR)		
	Year 2018	Year 2019
Sales	1.150.240.000	1.128.400.000
Cost of goods sold	707.365.640	685.099.820
Gross Profit	442.874.360	443.300.180
Operating Expenses :		
General and Adm expenses		
Transports Expenses	4.200.000	3.000.000
Operating profit	438.674.360	440.300.180
Car Tax	335.000	335.000
Net Profit	438.339.360	439.965.180

Source: Processed Primary Data, 2021

Based on the income statement data above, it can be seen that there was a decrease in net profit generated by the Samba Lokan Oswari Food from 2018 to 2019. This shows that there has been a significant decrease in net profit of 1.73 percent. The decrease in net profit was offset by a decrease in the cost of goods sold due to a decrease in sales from 2018 to 2019 by 1.90 percent and operating costs did not experience a significant difference. The decline in sales was caused by the presence of a new competitor who sold the same product as Samba Lokan Oswari Food's and the presence of product defects during the production process, so that the product could not be traded. So, it can be concluded that the decrease in sales did not affect the operating profit of Samba Lokan Oswari Food because the cost of production and transportation costs also decreased. The business of Samba Lokan Oswari Food is in the profitable category.

b. Balance Sheet

Balance sheet includes assets or assets owned by this business and liabilities or sources of funds used to acquire these assets or assets.

Table 4. Balance Sheet for Samba Lokan Oswari Food Business Owners in 2018

Samba Lokan Oswari Food Business			
Balance Sheet			
Year 2018			
Assets		Liabilities	
Current Asset		Current Liabilities	
Cash	438,339,360	Bank Payable	81,250,000
Inventory	0	Interest Payable	44,459,987
Total Current Assets	438,339,360	Total Liquidities	125,709,987
Fixed Asset		Equity	
Equipment	8,845,000	Capital	130,743,093
Accumulated depr. for equipment	-1,326,600	Prive	219,169,680
Machine	17,050,000		
Accumulated depr. for Machine	- 885,000		
Car	17,000,000		
Accumulated depr. for car	-3,400,000		
Total Fixed Assets	37,283,400	Total Equity	349,912,773
Total Assets	475,622,760	Total Liabilities and Equity	475,622,760

Source: Processed Primary Data, 2021

In 2018, the owner of this Samba Lokan Oswari Food borrowed IDR 100,000,000 which was used to expand his business with a loan period of 4 years. The principal loan to be paid is IDR 2,083,333 with flat interest to be paid of IDR 1,139,999. From the business balance data of Samba Lokan Oswari Food in 2018 and 2019 above, it can be seen that there was a decrease in total assets from 2018 to 2019 of 1.59 percent. The decrease was caused by a decrease in net profit obtained by this business and the fixed assets of this business also did not increase. The decrease in business assets was accompanied by a decrease in total liabilities from 2018 to 2019. This decrease occurred due to a decrease in total debt from 2018 to 2019 by 30.77 percent. Meanwhile, total equity increased from 2018 to 2019 by 8.89 percent. This shows that there is the ability of Samba Lokan Oswari Food's 66 businesses to pay their total debts (bank debt and interest payable) so that they are able to show a good business reputation, especially to creditors.

Table 5. Balance Sheet for Samba Lokan Oswari Food Business Owner for 2019

Samba Lokan Lokan Oswari Food Business Balance Sheet Year 2019			
Assets		Liabilities	
Current Asset		Current liabilities	
Cash	430,765,180	Bank Payable	56,250,000
Inventory	0	Interest Payable	30,779,991
Total Current Assets	430,765,180	Total	87,029,991
Fixed Asset		Equity	
Equipment	8,845,000	Capital	165,635,999
Accumulated depr. for equipment	(1,326,600)	Prive	215,382,590
Machine	17,050,000		
Accumulated depr. for Machine	(885,000)		
Car	17,000,000		
Accumulated depr. for car	(3,400,000)		
Total Fixed Assets	37,283,400	Total Equity	381,018,589
Total Assets	468,048,580	Total Liabilities and Equity	468,048,580

Source: Processed Primary Data, 2021

2. Financial Ratio Analysis

Table 6. Financial Ratios of Samba Lokan Oswari Food Business

Ratio	Results Measures	Ratio Calculation Result	
		2018	2019
Solvability	DAR	26.43%	22.51%
	DER	96.15%	74.35%
Profitability	GPM	38.14%	38.17%
	NPM	38.11%	38.14%
	ROI	92.16%	92.10%
Efficiency	R/C Ratio	1.63	1.63

Source: Processed Primary Data, 2021

B. Customer Perspective

Customer perspective plays a very important role because customers are the basis for developing Samba Lokan Oswari Food business.

1. Importance Performance Analysis (IPA)

Importance Performance Analysis is a tool in analyzing priority performance improvement attributes of customer satisfaction by comparing the level of performance carried out by the Samba Lokan Oswari Food with the

level of importance desired by the customer using a Cartesian diagram. Attributes that need to be prioritized are attributes that provide greater benefits to total satisfaction, namely attributes that have a high level of satisfaction for customers, but the level of performance perceived by customers is still relatively low.

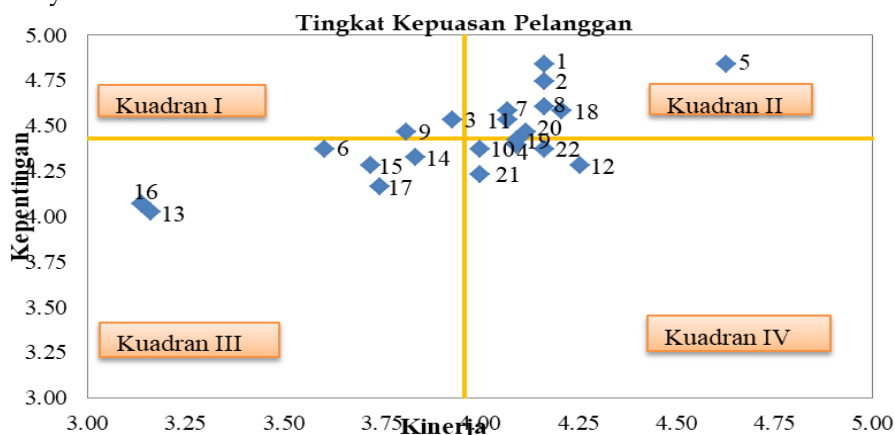


Diagram Cartesian of Customer Satisfaction Levels

Source: Processed Primary Data, 2021

Table 7. Attributes of Interest and Performance of Business Customers of Samba Lokan Oswari Food

Main Priority (Quadrant I)	
3. Lokan texture	9. Packaging
Retain Achievement (Quadrant II)	
1. Taste	8. Easy to carry on long trips
2. Seasonings and Spices	11. Price Comparable to Quality
5. Guarantee that the food is Halal	18. Employees are friendly and courteous
7. Product Durability	20. Response to Complaints
Low Priority (Quadrant III)	
6. Product availability	15. Comfort of the place
13. Delivery order services	16. Parking
14. Ease of obtaining products	17. Promotion
Excessive (Quadrant IV)	
4. Scent	19. Ease of getting services
10. Affordable price	21. Provide products according to needs
12. Strategic place	22. Purchases/orders by telephone are well served

Source: Processed Primary Data, 2021

The mapping generated from the Cartesian diagram aims to make it easier for business owners to immediately make improvements to attributes that are considered important by customers.

2. Customer Satisfaction Index (CSI)

Calculation of the Customer Satisfaction Index (CSI) uses the average score of the level of expectation and level of perception of each attribute. The results showed that the CSI value with 22 product/service quality attributes, the result was 79.46%. The CSI value is obtained from the division between the Total Weight (WT) with the maximum scale used, namely 5 and multiplying by 100%. These results indicate that customer satisfaction is included in the "satisfied" category with the performance or service provided by the Samba Lokan Oswari Food business because the CSI value is included in the 60.00% <CSI≤79.99% category. If it is related to the results of the IPA analysis, the CSI value that has not reached 100% is due to the attributes that are still in quadrant I which is the main priority to be improved and quadrant III which is the second priority to improve its performance.

C. Internal Business Perspective

1. Operating Process (Manufacturing Cycle Effectiveness)

Table 8. Calculation of Manufacturing Cycle Effectiveness (MCE) Ratio for Samba Lokan Oswari Food Business in 2018 and 2019

Product	Total Processing Time		Total Completion Time		MCE		Percentage (%)	
	(hr/Production /year)		(hour/production n/year)					
	2018	2019	2018	2019	2018	2019	2018	2019
Samba lokan	13728	12267	17550	15580,5	0,78	0,79	78	79
Average	13728	12267	17550	15580,5	0,78	0,79	78	79

Source: Processed Primary Data, 2021

The activities carried out in the manufacture of Samba Lokan require time for production or processing time in 2018 of 13728 hours and in 2019 it was 12267 hours. From the time required in the Samba Lokan production process, the calculation result of the manufacturing cycle effectiveness (MCE) in 2018 is 78 percent and the company is still using 22 percent (100 percent-78 percent) of non-value added activities. Meanwhile, in 2019 the MCE calculation result was 79 percent and the company still uses 21 percent (100 percent-79 percent) of non-value-added activities. This shows that there is an increase in effectiveness

in the use of operating process time by 1 percent. So the MCE result of the Samba Lokan Oswari Food business for 2 years is 78.5 percent. So, the operating process (manufacturing cycle effectiveness) resulting from the Samba Lokan Oswari Food business can be said to be good, but improvements must still be made to achieve an efficiency level of 100 percent. Because the higher the level of production efficiency will increase employee productivity. In order to increase the value of manufacturing cycle effectiveness (MCE), the Samba Lokan Oswari Food business must minimize the stages of the process that do not have added value. Calculation of manufacturing cycle effectiveness (MCE) is done by comparing the total processing time with the total completion time. The total processing time and the total completion time are obtained from the length of time an employee worked in one day and multiplied by the production time in one year.

D. Learning and Growth Perspective

1. Employee Satisfaction Level

a. Importance Performance Analysis (IPA)

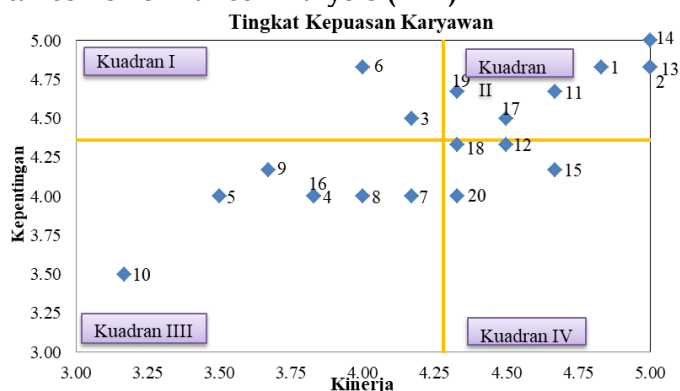


Diagram Cartesian Diagram of Employee Satisfaction Levels

Source: Processed Primary Data, 2021

Table 9. Attributes of Interest and Performance of Employees of Samba Lokan Oswari Food Business

Main Priority (Quadrant I)

- 3. The owner provides incentives and benefits other than the basic salary received (insurance, health benefits, THR, lunch, etc.)
- 6. Sufficient completeness of equipment and work equipment to help carry out tasks

Retain Achievement (Quadrant II)

- 1. The salary provided by the company is in accordance with the work received.
- 2. Provision of employee rights is carried out in a timely manner.
- 11. The owner gives encouragement and attention to the work of his

employees.

13. Owners want to hear criticism and suggestions submitted by employees.

14. There is mutual respect between owners and employees.

17. There is an attitude of mutual help between employees when they are in hardships.

19. There is mutual respect among company employees.

Low Priority (Quadrant III)

4. The distribution of incentives and benefits is done fairly.

5. The existence of occupational safety and health facilities provided by the company.

7. The work given is in accordance with the ability of the employee.

8. There is punctuality in the completion of work for employees.

9. Owners can motivate employees well.

10. Owners give strict warnings to employees if they do not carry out their duties properly.

16. Refreshing is carried out together with employees in the form of recreation to reduce boredom at work.

Excessive (Quadrant IV)

12. Owner is able to form and foster cooperation between employees.

15. There is a warm personal relationship between the owner and employees as well as between co-workers.

18. A close cooperative relationship is established between employees and between employees and owners in carrying out daily work

20. Openness in conveying criticism and suggestions among fellow employees.

Source: Processed Primary Data, 2021

Based on the Cartesian diagram, it can be seen that the location of the attributes that affect job satisfaction of employees at the Samba Lokan Oswari Food business is divided into four quadrants. The mapping generated from the Cartesian diagram aims to make it easier for business owners to immediately make improvements to attributes that are considered important by employees.

b. Employee Satisfaction Index (ESI)

Calculation results based on the formula for Employee Satisfaction Index (ESI):

Employee Satisfaction Index (ESI)

$ESI = T / (5 \times Y) \times 100\%$

$ESI = 375.74 / (5 \times 87.16) = 86.22\%$

Based on the results of data analysis above, the value of the Employee Satisfaction Index (ESI) with 20 attributes of satisfaction received by the employees of the Samba Lokan Oswari Food business is 86.22%. The ESI value

is obtained from the comparison of the total score (T) with the maximum scale used, which is 5 multiplied by the total average level of importance (Y) multiplied by 100%. These results indicate that ESI is in the "very satisfied" category with work in the Samba Lokan Oswari Food business. This happens because almost all attributes of the level of performance or satisfaction produced almost reach the level of importance expected by employees. The value of the employee satisfaction index for the Samba Lokan Oswari Food business is already in the very satisfied category, but the company must continue to take corrective actions so that employees are more comfortable in carrying out their work so as to increase the value of the employee satisfaction index for the Samba Lokan Oswari Food business to achieve the target desired by the business. If it is related to the results of the IPA analysis, the ESI value that has not reached 100% is due to the presence of attributes that are still in quadrant I as the main priority to be improved and quadrant III as the second priority to improve performance.

2. Employee Productivity

Based on the measurement results of employee productivity, with a total of 7 employees able to produce 8216 Kg of product with employee productivity in 2018 of 1.174 Kg/person and in 2019 with a total of 6 employees able to produce 8060 Kg of product with employee productivity obtained is 1,343. So it can be concluded that employee productivity in 2018 to 2019 has increased by 14% or 169 Kg/person. This is because the ability of each employee to produce products is increasing. In line with the statement of Sa'adah and Maksum (2018) that high productivity is important for a company, because with increasing employee productivity, the efficiency and effectiveness of the company will also increase.

3. Employee Retention

Based on the calculation of the employee retention percentage of the Samba Lokan Oswari Food business, the results of employee retention in 2018 were 0% and in 2019 it was 16.67% and the average value of employee retention for a 2 years period was 8.33%. This shows that there is an increase in employee retention by 16.67%. The Samba Lokan Oswari Food business has a target average percentage of employee retention in one year is 0%. From the results of the calculations above, the target desired by this business has not been achieved, because in 2019 there was 1 employee who left. However, after the interval, the customer retention value is still included in the sufficient category. According to the owner of the Samba Lokan Oswari Food business, the employee who left the business was due to pregnancy.

Overall Performance Measurements

Table 10. Performance Measurement in Each Perspective

Perspective	Results Measures	2018	2019	Average Realization	Target	Criteria	Score
Financial	DAR (%)	26.43%	18.59%	22.51%	<50%	Fair	0
	DER (%)	96.15%	52.54%	74.35%	<50%	Poor	-1
	GPM (%)	38.14%	38.20%	38.17%	>30%	Good	1
	NPM (%)	38.11%	38.17%	38.14%	>30%	Good	1
	ROI (%)	92.16%	92.03%	92.10%	>50%	Good	1
	R/C Ratio	1.63	1.63	1.63	>1	Good	1
Customers	Customer Satisfaction (%)			79.46%	80%	Good	1
Internal Business Process	MCE	0.78	0.79	0.78	Close to 1	Good	1
Growth and Learning	Employee Satisfaction (%)			86.22%	90%	Good	1
	Employees' Productivity (Kg/person)	1,174	1,343	14%	20%	Good	1
	Employees Retention(%)	0%	16.67%	8.33%	0%	Fair	0
Total Score							7

Source: Processed Primary Data, 2021

Based on Table 10, it can be seen that the total score from each perspective is the financial perspective of 3, the customer perspective of 1, the internal business process perspective of 1 and the learning and growth perspective of 2. So, the total overall performance score obtained by the business of Samba Lokan Oswari Food is 7. The total perspective score used in this study is 11. Furthermore, from the 7 total performance scores obtained, it is compared with the total score for the variable or strategic measure which is 98 as much as 11. Thus, the weight value is 0.64. To find out the value categories that have been measured using the balanced scorecard, the next step is to look at the rating scale for the Samba Lokan Oswari Food business below:

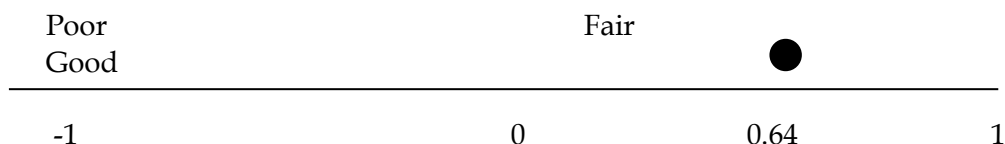


Figure 3. The Business Performance Rating Scale for Samba Lokan Oswari

Based on Figure 3, the value the performance obtained by the Samba Lokan Oswari Food business of 0.64 is included in the good category. Thus, the performance generated by the Samba Lokan Oswari Food business in 2018 and 2019 using the balanced scorecard calculation is included in the "good" category. This is in line with the statement from Hanuma and Kiswara (2011), Rozi Maulana et al., (2022), and (Apriansyah et al., 2020) which states that the performance is said to be "poor" if the value obtained is less than 50 percent (it is assumed that 50 percent is equal to 0), the performance is said to be "good" if the value obtained is more than 80. percent (it is assumed that 80 percent is equal to 0.6), while the performance is said to be "fair" if the value obtained is between 0-0.6.

CONCLUSIONS AND POLICY IMPLICATIONS

Conclusions

Based on the results and discussion, it can be concluded that the overall business performance of Samba Lokan Oswari Food is in the "good" category.

Recommendations

Samba Lokan Oswari Food business needs to maintain its performance and improve its business performance on several outcome measures such as from a financial perspective, namely the value of Debt to Assets Ratio (DAR) and Debt to Equity Ratio (DER), business owners should pay more attention to policies on the use of their business debt and the company should not have debt in large amounts or exceed the total assets and equity owned by this business. And from the learning and growth perspective on employee retention outcome measures, business owners must strengthen relationships with employees and between employees by holding regular meetings and activities and communicating openly with all employees to exchange opinions to solve work problems or evaluate performance, in the hope of reducing employee retention percentage.

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