

Implementation of Balanced Scorecard as A Performance Evaluation

(Case Study at CV. Pelita Aluminium Surabaya)

Amelya Nur Khoida¹, Tjandra Wasesa², Diana Zuhro³, Sutini⁴, Achmad Daengs GS⁵

¹⁻⁵ University of 45 Surabaya, Indonesia;

* Corresponding Author: jurnaleko45@gmail.com

Abstract: In facing an increasingly competitive business environment, accurate and comprehensive work measurement and information methods are needed. Companies must realize that not only financial capabilities must be considered but also non-financial capabilities such as the needs of consumers and employees. Many companies currently still use traditional performance systems, namely assessing performance based on financial alone, so they pay less attention to non-financial ones. In this case, the method that can be used is the Balanced Approach. Scorecard. The purpose of using the Balanced Scorecard method Scorecard to measure financial and non-financial performance. With Balanced Scorecard The company's vision, mission and strategy scorecard is translated into targets and benchmarks through four perspectives, namely the financial perspective, customer perspective, internal business process perspective, and learning and growth perspective which will support success. company. Determining and implementing the right strategy towards its targets makes it easier for companies to survive in increasingly tight competition. Three principles that make it possible to link Balanced The scorecard with business unit strategy, namely the existence of cause-and-effect relationships, performance drivers, and relationships with finance to achieve maximum results. Implementation of Balanced Scorecard Scorecard requires cooperation and commitment between employees and management.

Keywords: Balanced Scorecard; Business Strategy; Information; Performance; Work Measurement.

1. Introduction

Background of the problem

To enter a competitive business environment, good corporate management is a crucial factor that companies must consider. The increasingly competitive business world is causing significant changes in competition, production, marketing, human resource management, and the handling of transactions between companies and customers and between companies.

The key to competition in the global market is total quality which includes emphases on product quality, cost or price quality, service quality, on-time delivery quality, aesthetic quality and other forms of quality that continue to develop in order to provide continuous satisfaction to customers in order to create loyal customers (Hansen and Mowen, 2005). So that increasing business competition encourages management to pay more attention to at least two important things, namely "excellence" and "value".

Performance measurement is a crucial factor for a company. It is used to motivate personnel to achieve organizational goals and meet predetermined behavioral standards, resulting in the actions and results desired by the organization. Traditional performance measurement has focused solely on the financial side. Managers who achieve high profitability are deemed successful and receive generous rewards from the company (Mulyadi and Jhony

Received: May 12, 2026;
Revised: June 26, 2026;
Accepted: August 05, 2026;
Published: August 31, 2026;
Curr. Ver.: August 31, 2026.



Copyright: © 2026 by the authors.
Submitted for possible open
access publication under the
terms and conditions of the
Creative Commons Attribution
(CC BY SA) license
(<https://creativecommons.org/licenses/by-sa/4.0/>)

Setyawan, 1999). However, assessing company performance solely from a financial perspective is flawed, as current strong financial performance can be achieved at the expense of the company's long-term interests. Conversely, poor short-term financial performance can occur because the company makes investments for long-term interests. To address these shortcomings, a method was created that measures company performance by considering four aspects: financial, customer, internal business processes, and learning and development (Ali Mutasowifin, 2002:245).

Balanced Method The scorecard is an appropriate method for balancing the measurement of financial aspects with non-financial aspects, short-term and long-term, internal and external (Mulyadi, 2005). By applying the Balanced Scorecard method The company's managers' scorecard will be able to measure how their business units are creating value today while still considering future interests. Balanced Scorecard objectives and measures The scorecard is derived from the vision and strategy. Balanced objectives and measures The scorecard views company performance from four perspectives: financial, customer, internal business processes, and learning and growth (David P Norton and Robert Kaplan, 2000).

CV. PELITA ALUMINIUM is one of the aluminum distributor companies in Surabaya. This company sells aluminum extrusion materials. The performance measurement system used so far is the measurement stated in Law No. 8 of 1997 in Article 1 Number (1) of Law No. 8 of 1997, which states that "A company is any form of business that carries out activities regularly and continuously to obtain profits and or profits, whether organized by individuals or business entities in the form of legal entities or non-legal entities, established and domiciled in the territory of the Republic of Indonesia", so that so far the performance measurement used by CV Pelita Aluminium only pursues targets to obtain profits or profits that have been set by the company.

Therefore, to realize a complete and comprehensive measurement system, a performance measurement is needed that is more in accordance with the internal needs of CV Pelita Aluminum, namely a performance measurement system that can be used for planning, control, monitoring, evaluation, resource allocation, motivating employees, managing change, improvement, and determining strategy maps. The planning process for the SPK (Performance Measurement System) with the Balanced Model The scorecard is based on the steps (framework) of the balanced scorecard, namely establishing a measurement architecture, determining strategic objectives from each perspective, determining Key Performance Indicators (KPIs), and determining targets and initiatives (action plans). For this purpose, the balanced scorecard method is applied. scorecard (BSC) which is expected to be able to measure performance at CV Pelita Aluminium and is expected to be able to answer the demands of business competition

From the background and description above, this study takes the title "Implementation of Balanced Scorecard as A Performance Evaluation (Case Study at CV. Pelita Aluminium Surabaya)".

2. Literature Review

Definition of Performance

Performance is the quantitative and qualitative expression of personnel work within an organization. Performance can be defined as the performance of individuals or groups of personnel. In companies, managers often ignore performance that aligns with established corporate strategies. Consequently, managers fail to recognize that their current performance appears poor and is impacting the company's performance.

According to Mulyadi (2007, p. 363), performance is the success of personnel in realizing strategic goals in four perspectives, namely financial, customer, process, and learning and growth. Meanwhile, according to Hakim (2006) defines performance as the work results achieved by individuals that are adjusted to the individual's role or task in a company in a certain time period, which is linked to a certain value measure or standard of the company where the individual works.

Then according to Srimindarti (2006) "Performance is the periodic determination of the operational effectiveness of an organization, organizational parts and its employees based on previously established targets, standards and criteria."

According to Veizal Rivai (2004:309) "Performance is real behavior displayed by each person as work achievements produced by employees according to their role in the company."

According to Bambang Guritno and Waridin (2005) "Performance is a comparison of work results achieved by employees with predetermined standards."

According to Anwar Prabu Mangkunegara (2004:67), performance is defined as the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (<http://id.shvoong.com/social-sciences/education/2113811-pengertian-kinerja>)

From the definition above we can It can be concluded that performance is the success of the work of an organization and its employees or groups of personnel in realizing strategic targets in accordance with previously established targets, standards and criteria.

Appraisal, Goals and Benefits of Performance Appraisal

Performance assessment

This is in accordance with the opinion of Torington and Hall (1995:316) who stated that "Work performance is seen as the result of the interaction between individual ability and motivation".

According to Handoko (2000, page 135) it states that: "work performance assessment (performance appraisal) the process through which organizations evaluate or assess employee performance. This activity can improve personnel decisions and provide feedback to employees about their work performance. Meanwhile, according to Rudianto (2006, p. 31), "performance assessment is the periodic determination of the operational effectiveness of an organization, its divisions, and its employees based on previously established targets, standards, and criteria."

Performance assessment according to Siswanto (2003:231) is an activity carried out by management to assess workforce performance by comparing performance with job descriptions or descriptions in a certain period, usually at the end of each year.

According to Hasibuan (2005:87), performance assessment means assessing the ratio of actual work results to the quality and quantity standards produced by each employee.

According to Bambang Wahyudi (2002:101) "performance assessment is an evaluation carried out periodically and systematically regarding the work/position performance of a worker, including their development potential."

According to Henry Simamora (2004:308) "performance assessment is a process used by organizations to evaluate the work performance of individual employees."

According to Leon C. Mengginson in AA Anwar Prabu Mangkunegara, (2005:10), work assessment (performance) appraisal) is a process used by management to determine whether an employee is performing his work in accordance with his duties and responsibilities.

From the several definitions above, it can be concluded that performance assessment is assessing the results or level of success achieved by someone in their field of work according to certain criteria and evaluated by certain people, especially the superiors of the employee concerned, and provide feedback to employees about their work performance.

Purpose of Performance Appraisal

According to Syafarudin Alwi (2001:18) theoretically the objectives of assessment are categorized as being of an evaluation and development nature, which must complete : (a) The assessment results are used as the basis for providing compensation. (b) The assessment results are used for staffing decision. (c) The assessment results are used as a basis for evaluating the selection system.

Meanwhile, for development purposes, the assessor must complete: (a) Real achievements achieved by individuals. (b) Individual weaknesses that hinder performance. (c) Achievements developed.

Benefits of Performance Appraisal

The benefits of performance appraisal for company management (Mulyadi, 2001:416) are as follows: (1) Managing organizational operations effectively and efficiently through maximum employee motivation. (2) Assist in making decisions related to employees, such as: promotions, transfers, and dismissals. (3) Identify employee training and development needs

and to provide criteria for selection and evaluation of employee training programs. (4) Provide feedback to employees on how their superiors rate their performance. (5) Provides a basis for the distribution of awards. (6) Awards are classified into two (2) groups, namely: (a) Intrinsic rewards. (b) Extrinsic rewards.

Performance Measures

There are three types of measures that can be used to assess quantitatively (Mulyadi, 2001: 434), namely: (1) Single Criteria Size. (2) Size Criteria Varies. (3) Combined Criteria Size.

Balanced Scorecard

According to Mulyadi (2005) Balanced Scorecard consists of two words, namely balanced and scorecard. Scorecard means score card, meaning a score card that will be used to plan the scores that will be realized in the future. Balanced means balanced, meaning that a person's performance is measured in a balanced manner from two perspectives, namely financial and non-financial, short-term and long-term, internal and external. Balanced Scorecards provide a way to communicate a company's strategy to managers throughout the company.

According to Amien Widjaya Tunggal (2001) " Balanced A scorecard is a collection of integrated performance measures derived from a company's strategy that support the company's overall strategy." Balanced objectives and measures The scorecard is derived from vision and strategy. Objectives and measures view company performance from four perspectives: financial, customer, internal business processes, and learning and growth (Kaplan and Norton, 2000).

Financial objectives and measurements in Balanced Accounting The scorecard is not simply a combination of existing financial and non-financial measures, but rather the result of a top- down process based on a business unit's mission and strategy. The mission and strategy must be translated by Balanced Scorecard. The scorecard provides tangible goals and measures. The word " balanced " here emphasizes the balance between several factors: (1.) Balance between external measurements for consumers and internal measurements for internal business processes, innovation and learning and growth processes. (2.) The balance between measuring the results of past efforts and measures that drive future performance. (3.) The balance between the element of objectivity, namely measurement in the form of quantitative results that are easily obtained, with the element of subjectivity, namely measurement of performance triggers that require consideration.

Thus, Balanced The Scorecard is a fast and comprehensive measurement and control management system that provides management with insight into business performance. Performance measurement views business units from four perspectives: financial, customer, process, and learning and growth, as distinct but interconnected components.

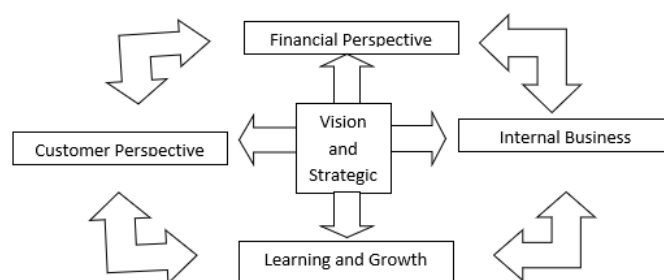


Figure 1. Four Perspectives in Balanced Image Scorecard

Source: Kaplan and Norton. (2000:8). Balanced Scorecard: Putting Strategy into Action

Performance Measures

Balanced The scorecard uses financial performance metrics such as net income and ROI, as these metrics are generally used within companies to determine profit. Financial metrics alone cannot describe the causes of changes in the wealth created by a company or organization (Mulyadi and Johnny Setyawan, 2000). Balanced A scorecard is a performance measurement method that balances financial and non-financial measures to guide a company's performance toward success. The scorecard can explain further about achieving the vision that plays a role in realizing this increase in wealth (Mulyadi and Johnny Setiawan, 2000) as follows: (a) Increased customer satisfaction thus increasing profits (through

increased revenue). (b) Increased productivity and employee commitment thereby increasing profits (through increased cost) effectiveness). (c) Increasing the company's ability to generate financial returns by reducing the capital used to invest in projects that generate high returns.

In balanced scorecard, financial measurement has two important roles, where the first is that all perspectives depend on financial measurements that show the implementation of the planned strategy and the second is that it will provide encouragement to the other three perspectives regarding the targets that must be achieved in achieving organizational goals.

Financial goals differ at each stage of the business life cycle. life cycle). There are three stages of the business life cycle: (1) Growth (stage of growth and development). (2) Sustain (sustain stage). (3) Harvest (harvest stage).

Growth, survival, and harvest strategies, there are three financial themes that can drive the determination of business strategies, namely: (a) Revenue mix and growth. (b) savings / productivity increases. (c) Utilization of assets/investment strategies

Revenue mix and growth refers to various efforts to expand product and service offerings, reach new customers and markets, change the product and service mix towards creating higher added value, and re-price revenues for products and services.

The driving factors of financial goals for the three business strategies and three financial themes can be seen in the table below.

Table 1. Strategic Financial Theme Measuring

	Revenue mix and growth	Strategic Theme Cost savings/ Productivity increases	Utilization of Assets
Growth	Segment sales growth rate percentage of product revenue, services, new customers	Income/Workers	Investment (percentage of sales) Research and development (percentage of sales)
Endure	Customer share and targets. Cross -selling. Percentage of revenue from new applications Profitability of customer and product lines	Own company costs vs competitors. Cost savings rate. Indirect costs (percentage of sales).	Working capital ratio (cash to cash cycle). ROCE by key asset category. Asset utilization rate.
Reap	Profitability of customer and product lines. Percentage of unprofitable customers	Unit cost (per unit of output, per transaction)	Development (payback) Throughput

Source: Kaplan and Norton. (2000:45). Balanced Scorecard : Putting Strategy into Action.

Financial performance and financial condition are crucial aspects of CV Pelita Aluminum's overall performance. The approaches used to measure financial performance are as follows:

Profitability Ratio

It is a ratio that shows the company's ability to generate profits. The indicators of this ratio are:

a. Net Profit Margin

It is net profit divided by net sales, and is expressed as a percentage.

$$\text{Net Profit Margin} = \frac{\text{net income}}{\text{Penjualan}} \times 100\%$$

b. Gross Profit Margin

It is gross profit divided by net sales, and is expressed as a percentage.

$$\text{Gross Profit Margin} = \frac{\text{Laba Kotor}}{\text{Penjualan}} \times 100$$

c. Return on Investment

It is net profit divided by total assets, and is expressed as a percentage.

$$ROI = \frac{\text{net income}}{\text{Total Aktiva}} \times 100\%$$

d. Return on Equity

It is net profit divided by capital, and is expressed as a percentage.

$$ROE = \frac{\text{net income}}{\text{Modal}} \times 100\%$$

Liquidity Ratio

This is a ratio that shows the company's ability to meet its short-term obligations.

$$\text{Current Ratio} = \frac{\text{Aktiva Lancar}}{\text{Kewajiban Lancar}}$$

Solvency Ratio

This is a ratio that shows the company's ability to meet long-term obligations.

The indicators of this ratio are:

$$DER = \frac{\text{Total Kewajiban}}{\text{Modal Sendiri}}$$

$$\text{Long Term Leverage} = \frac{\text{Hutang Jangka Panjang}}{\text{Modal Sendiri}}$$

$$\text{Short Term Leverage} = DER - \text{Long Term Leverage}$$

Sales Growth Rate

Sales Growth Rate is one of the financial performance which measures market growth. Market share is measured by looking at the percentage increase in sales from the previous period. This way, the company can assess its ability to increase sales year over year.

$$\text{Sales Growth Rate} = \frac{\text{Penjualan Tahun Ini} - \text{Penjualan Tahun Lalu}}{\text{Penjualan Tahun Ini}}$$

Ratio Working capital

It is the company's ability to fulfill its obligations to pay long-term and short-term obligations with existing working capital.

$$\text{EBIT Coverage Ratio} = \frac{\text{Laba Kotor}}{\text{Modal}} \times 1 \text{ kali}$$

Customer Perspective

From a customer perspective, companies must first determine the market segments and customers targeted by the organization or business entity. Next, managers must determine the best measurement tools to measure the performance of each operating unit in an effort to achieve its financial targets. Furthermore, if a business unit wants to achieve superior long-term financial performance, it must create and deliver new products or services that provide better value to its customers (Kaplan and Norton, 1996). There are two groups of measurements in the customer perspective, namely: (1.) Core consumer income measurement group (core) customer outcome measure). (2.) Customer value measurement group (customer value proposition). The customer value measurement group consists of: (a.) Product/service attributes, which include: function, price, and product quality. (b.) Relationships with customers, which include: distribution of customer products, including company responses, delivery times, and how customers feel after purchasing products/services from the company concerned. (c) Image and reputation, which describe the intangible factors for a company to attract customers to connect with the company, or buy products.

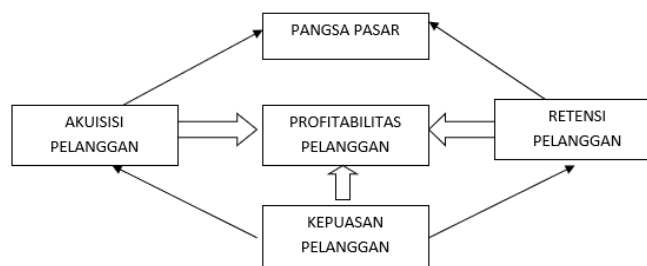


Figure 2. Customer Perspective Main Size

Source: Kaplan and Norton. (2000:60). Balanced Scorecard: Putting Strategy into Action

Market Share : Describes the proportion of business sold by a business unit in a particular market (in terms of number of customers, money spent, or unit volume sold).

Customer Acquisition : Measures in relative or absolute terms, the success of a business unit in adding or winning new customers or business.

Customer Satisfaction : Assesses the level of satisfaction with specific performance criteria within the value proposition.

Customer Profitability: Measures the net profit earned from a particular customer or segment after accounting for the share of expenses used to meet the needs of that customer.

Internal Business Process Perspective

From an internal business process perspective, companies are expected to identify customer needs and provide the best possible service to ensure customer satisfaction.

Internal business process performance benchmarks can be determined after first identifying the internal processes within a company. There are three stages in the internal business process, which can be described as follows: (a) Innovation process. (b) Operation process. (c) After- sales service process.

Learning and Growth Perspective

The learning and growth process of an organization is based on 3 principles, namely people, systems and organizational. procedure (Norton and Kaplan, 2001), namely:

Employees (People)

In relation to human resources, there are three things that need to be reviewed in implementing Balanced The scorecard is: (a) Employee Satisfaction Level. (b) Employee Turnover Rate (Employee Retention). (c) Employee Productivity

System

Employee motivation and skills alone are insufficient to support the achievement of learning and growth goals if they lack fast, timely, and accurate information for feedback. Therefore, employees require quality information to meet operational needs.

Organizational Procedures (Organizational Procedure)

Reliable Performance. Procedures And Routine Improvements Must Be Streamlined, As Skilled Employees With Abundant Information Will Not Contribute To Business Success If They Are Not Motivated To Act In Accordance With Company Goals Or If They Are Not Given The Freedom To Make Decisions.

Balanced Advantages Scorecard

Balanced Scorecard has advantages including: (a) Strategic. (b) Comprehensive. (c) Coherent. (d) Balanced. (e) Measurable

Balanced Benefits Scorecard

Balanced usage scorecards by modern companies have experienced very rapid development. Balanced Scorecards have been widely used as the core of strategic management systems. management system). Currently balanced The scorecard is not only used by managers to manage the company, but has been widely used by all company personnel (management and employees) to manage the company in order to realize the company's vision and mission. In addition, the balanced scorecard scorecard, can also provide a clear and

reasonable framework for all employees and personnel to produce financial performance through the realization of various non-financial performance.

Balanced Scorecard as a Strategic Management System

Kaplan and Norton (1996:9) state that the BSC is a tactical or operational measurement system. Innovative companies use the BSC as a strategic management system, specifically to manage long-term strategies. Companies use the BSC's measurement focus to generate various important management processes, including: (1) Clarifying and Translating Vision and Strategy. (2) Communicating and Linking Strategic Goals and Measures. (3) Planning, Targeting, and Aligning various strategic initiatives. (4) Enhance strategic feedback and learning.

With strategic learning process, where BSC is the center of the company's management system, the company will be able to monitor what the company produces in the short term from three perspectives in the BSC, namely customers, internal business processes, and learning and growth which will be used as feedback in evaluating the strategy of a performance.

Balanced Advantages Scorecard

The researcher started this research based on the idea that due to the era of globalization and increasingly tight business competition and the principle of survival (going forward). concern). Through this research, the researcher tries to offer work assessment using the Balanced Method. scorecard (BSC), where non-financial perspectives can be more measurable.

The research model or framework is intended to further clarify the essence of the discussion of previous research results and the theoretical basis used in the research, including the relationship between influential variable (Dewi, Rina, Zuhro, Diana, et al. 2024:142-160). The research design is a plan to determine the resources and data that will be used to be processed in order to answer the research question. (Asep Iwa Soemantri, 2020:5). Standard of the company demands regarding the results or output produced are intended to develop the company. (Istanti, Enny, 2021:560). Time management skills can facilitate the implementation of the work and plans outlined. (Rina Dewi, et al. 2020:14). Saat mengumpulkan sumber data, peneliti mengumpulkan sumber data berupa data mentah. Metode survei adalah metode pengumpulan data primer dengan menggunakan pertanyaan tertulis (Kumala Dewi, Indri et al, 2022 : 29). The Research model or framework is intended to further clarify the essence of the discussion of previous research result and the theoretical basis in the research, including the relationship between influential variables. (Enny Istanti, et al. 2024 : 150). This research will be conducted in three phases : measurement model (external model), structural model (internal model), and hypothesis testing. (Pramono Budi, et al., 2023 ; 970).

3. Materials and Method

Case Study Research Approach

This research approach uses a qualitative case study approach. Case studies are a research method used in the social sciences, including economics. In general, case studies are a more appropriate strategy when the main research question concerns how or why. By using case studies, we can answer questions that frequently arise in research, namely: (a) How to define the case to be investigated. (b) How to determine that the data to be collected is relevant. (c) What should be done in relation to the data that has been collected.

As a research endeavor, case studies can provide unique added value to knowledge about individual and organizational phenomena. It's no surprise, then, that case studies have become a research strategy in various fields, particularly economics. In short, case studies allow researchers to maintain meaningful, holistic characteristics of real- life events. There are three conditions that must be considered when using case studies as a research strategy (Robert K. Yin, 2000:7): (1) The type of research question asked. (2) The extent of control the researcher has over the behavioral events being studied. (3) Focus on contemporary events as opposed to historical events.

Single Case Study Design

Research design is the logical relationship between the data to be collected (and the conclusions to be drawn) and the initial research question, the problem formulation connected to the empirical data, and the final conclusions. For case studies, there are five crucial design components: (a) Research Questions (research question). (b) Research Proposition. (c) Unit of Analysis. (d) The logical relationship of data and its propositions. (e) Criteria for translating research themes.

Research Limitations and Assumptions

Research Limitations

This research only examines the application of Balanced Accounting. Scorecard to measure company performance through four perspectives, namely, financial perspective, customer perspective, process perspective, learning and growth perspective.

This research was conducted at CV. Pelita Aluminum Surabaya. Other matters outside the scope of the above research were not included in this study.

Research Assumptions

In order for research to run well and in accordance with its objectives and uses in collecting, proving and developing data or information so that it can solve and anticipate existing problems, several research assumptions can be put forward, including: (a) Research is based on scientific characteristics that are rational, empirical and systematic. (b) Data collection techniques use primary sources and secondary sources

4. Results and Discussion

Description of Research Results

Performance Measurement With Balanced Scorecard

a. Customer Perspective

From a customer perspective, CV Pelita Aluminium must identify consumer desires and needs. Identification of consumer needs and desires is necessary for measuring consumer satisfaction, consumer loyalty, the ability to retain and acquire new customers, and the level of profitability.

b. Customer satisfaction

To measure customer satisfaction, a customer satisfaction survey can be conducted. Based on the existing survey format (questionnaire), the maximum satisfaction score is 5. At a minimum, the company has a customer satisfaction score and employee satisfaction of at least 3-4. If the survey result is less than 3, the company needs to pay attention that customers have been dissatisfied with the service provided. The level of customer satisfaction also depends greatly on the company's attention to customer complaints, so that complaints (complaints) are handled as quickly as possible. This means that when there is a complaint, the company must immediately respond (in real time). service), so that customers don't wait too long. If customer satisfaction is high, it is not impossible that customer loyalty will also be high, so that the company does not worry about customer loyalty.

c. Consumer Acquisition Rate

With its strategic location and long-standing presence, it's impossible for CV Pelita Aluminum to lack a significant customer base across multiple cities. With these advantages, it's fitting that CV Pelita Aluminum strives to retain existing customers and acquire new ones. Given the increasingly competitive nature of aluminum distribution, if CV Pelita Aluminum is able to attract new customers during this competitive period, growth in the other four perspectives will occur, as it's undeniable that consumers are a key factor in any business.

Discussion

Financial Perspective

Financial reports are a key indicator for shareholders in assessing a company's performance. Companies use profitability, growth, and liquidity as benchmarks in their activities.

The company's financial reports are published monthly for the needs of company management, and annually as accountability to shareholders.

Measuring financial performance will reveal how effectively a company manages its finances. Good financial management can improve customer service.

Income

Data on revenue growth The revenue growth rate of CV Pelita Aluminium is obtained from revenue in the 2010 and 2011 fiscal years. As presented in table 4.1 below. In terms of finance, CV Pelita Aluminium has no problems. This is evidenced by the increase in revenue each year, but the increase in income is not an absolute indicator that CV Pelita Aluminium is in good condition. Because an increase in revenue is not always followed by an increase in other perspectives. From 2010 and 2011, CV Pelita Aluminium's revenue increased by 1,147,425,056.

Financial Perspective Measured Through Ratio Approach

Besides revenue, financial reports can also be measured using a ratio approach. The approaches used to measure performance from a financial perspective are as follows: (a) Profitability Ratio. (b) Ratio Liquidity. (c) Solvency Ratio. (d) Sales Growth Rate. (e) Working Capital Ratio

Customer Perspective

From a customer perspective, the company's four strategies are translated to achieve financial goals. Revenue growth targets include customer satisfaction, new customers, retained customers, and customer loyalty. Increasing customer numbers and loyalty undoubtedly leads to increased revenue.

Internal Business Process Perspective

From an internal business perspective, to translate the four company strategies, they are formulated into five targets, namely, increasing information, reducing the level of complaints, adding facilities and infrastructure, and operational efficiency and effectiveness. The targets of increasing information, reducing the level of complaints, adding facilities and infrastructure, and operational efficiency and effectiveness are aimed at increasing customer satisfaction and customer loyalty so that new and existing customers remain. Information is not only needed by the company but also consumers because accurate information such as product quality and product prices are very necessary for consumers.

Basically, the internal business process perspective is designed with the aim of developing company performance, so that it can survive in running its business in increasingly tight business competition.

Learning and Growth Perspective

From a learning and growth perspective, this translates into four corporate strategies with the following objectives: employee satisfaction, employee capability, data accuracy, and motivation. The employee satisfaction and data accuracy objectives aim to improve data information. The employee competency and motivation objectives aim to improve service quality, reduce complaint rates, and increase employee efficiency and effectiveness.

Melalui proses tersebut, karyawan diberikan pelatihan dan pengembangan yang relevan dengan kinerja pekerjaannya, sehingga diharapkan dapat menjalankan tanggung jawab pekerjaannya dengan sebaik - baiknya. (Abdul Aziz Sholeh et.al. 2024 :82). Memilih merupakan bagian dari suatu upaya pemecahan sekaligus sebagai bagian dari proses pengambilan keputusan. Oleh karena itu dibutuhkan keputusan pembelian yang tepat (Kristiawati Indriana et.al. 2019 : 28). Kerja sama antara pemerintah, industri, lembaga penelitian dan masyarakat sipil dalam merancang menerapkan, Komitmen dan kerja sama yang kuat dari seluruh pemangku kepentingan menjadi kunci keberhasilan upaya - upaya tersebut. (Gazali Salim et al. 2024 : 63). The SERVQUAL model includes calculating the difference between the values given by customers for each pair of statements related to expectations and perceptions (Diana Zuhro et al. 2024 : 98). In a competitive bussiness environment, credit marketing strategies play an important role in customer acquisition and retention. (Mahjudin, et. al. 2025 : 2659 - 2672). Pendekatan penelitian ini adalah keseluruhan proses pemikiran dari penentuan secara luas dari hal-hal yang akan diteliti agar tercapai sebaik-baiknya. (Sutopo, et. al. 2021 : 83 - 92). Promosi yang dilakukan dengan memberikan pengetahuan konsumen terhadap kualitas produk perusahaan sehingga menarik perhatian konsumen untuk menggunakan jasa penyewanya. (Firdaus, Fikri, et al. 2021 : 76 - 82).

5. Conclusion and Suggestion

Conclusion

Based on the research results, the application of the Balanced Scorecard as a performance measurement system can help management assess and improve company performance, considering that the company has so far focused primarily on financial measures as performance indicators. The implementation of the Balanced Scorecard is important for CV Pelita Aluminium because it measures not only financial performance but also non-financial performance, making it easier for management to understand the company's current position. Financially, CV Pelita Aluminium can be considered to be in good condition, as evidenced by the company's increasing income each year. Based on the results of the customer satisfaction questionnaire, the company's overall condition is considered quite good from the customers' perspective because the available facilities are adequate and employees provide relatively fast service, resulting in customer satisfaction. Furthermore, the results of the employee satisfaction questionnaire indicate that employees are quite satisfied with the company's facilities. Cooperation among employees is also considered good; however, employees expect improvements to the current management system and opportunities to provide input that may be beneficial to the company.

Suggestion

CV Pelita Aluminium should implement the Balanced Scorecard as a source of information for management decision-making because it measures both financial and non-financial performance. The company should also increase its transportation facilities or delivery fleet to improve the speed and efficiency of the goods delivery process. To increase employee satisfaction, CV Pelita Aluminium should provide employees with opportunities to express their opinions and provide constructive input for the company. In addition, although customer service has been considered quite good by consumers, the company should continue to improve the quality of its services to achieve a higher level of customer satisfaction.

References

- Daengs, G. S. A., Istanti, E., Negoro, R. M. B. K., & Sanusi, R. (2020). The aftermath of management action on competitive advantage through process attributes at food and beverage industries export import in Perak Harbor of Surabaya. *International Journal of Criminology and Sociology*, 9, 1418–1425. <https://doi.org/10.6000/1929-4409.2020.09.162>
- Dewi, R., Zuhro, D., & Istanti, E., et al. (2024). Service design performance based on consumer preferences. *International Journal of Economics and Management Sciences*, 1(3), 142–160. <https://doi.org/10.61132/ijems.v1i3.131>
- Hanafi, M. M., & Halim, A. (2009). *Analisis laporan keuangan* (Edisi ke-4). STIE YKPN.
- Hansen, D. R., & Mowen, M. M. (2005). *Akuntansi manajemen* (Edisi ke-7). Salemba Empat.
- Iwa Soemantri, A., et al. (2020). Entrepreneurship orientation strategy, market orientation and its effect on business performance in MSMEs. *Jurnal EKSPEKTRA: Unitomo*, 4(1), 1–10. <https://doi.org/10.25139/ekt.v4i1.2163>
- Kaplan, R. S., & Norton, D. P. (2000). *Balanced scorecard: Menerapkan strategi menjadi aksi*. Erlangga.
- Mulyadi. (2001). *Balanced scorecard: Alat manajemen kontemporer untuk melipatgandakan kinerja perusahaan*. Salemba Empat.
- Mulyadi, & Setyawan, J. (2000). *Sistem perencanaan dan pengendalian perusahaan*. Salemba Empat.
- Pramono, B., Istanti, E., Daengs, G. S., Achmad, & Syafi'i, B. K. N. (2023). Impact of social media marketing and brand awareness on purchase intention in coffee shop culinary in Surabaya. *International Journal of Entrepreneurship and Business Development*, 6(5), 968–977. <https://doi.org/10.29138/ijebd.v6i5.2367>
- Salim, G., et al. (2024). *Ikan Nomei, Merdeka Belajar Kampus Merdeka*.
- Subramanyam, K. R., & Wild, J. J. (2010). *Analisa laporan keuangan*. Salemba Empat.

- Sudana, M. I. (2011). *Manajemen keuangan perusahaan: Teori dan praktik*. Erlangga.
- Sugiyono. (2011). *Statistika untuk penelitian*. Alfabeta.
- Tunggal, A. W. (2001). *Memahami konsep balanced scorecard*. Harvarindo.
- Yin, R. K. (2000). *Studi kasus: Desain dan metode*. PT RajaGrafindo Persada.
- Zuhro, D., et al. (2024). Impact of measurement of service quality using the SERVQUAL method. *Digital Innovation: International Journal of Management*, 1(3), 94–114. <https://doi.org/10.61132/digitalinnovation.v1i3.34>