

An Analysis of Cooperative Performance Using Balanced Scorecard Method

I Wayan Suwendra

Department of Economics Education
The Faculty of Economics, Universitas Pendidikan Ganesha
Singaraja, Bali, Indonesia
Yc9eda@yahoo.co.id

I Nyoman Sujana

Department of Economics Education
The Faculty of Economics, Universitas Pendidikan Ganesha
Singaraja, Bali, Indonesia
sujanatbn@yahoo.com

Iyus A. Haris

Department of Economics Education
The Faculty of Economics, Universitas Pendidikan Ganesha
Singaraja, Bali, Indonesia
Iyusharis59@gmail.com

Abstract— This study aimed at finding out cooperative performance using Balance Scorecard method in the period of 2013- 2017. This study was conducted in from July to September, 2018 using a descriptive method. The data were collected through documentation, interview and questionnaire. The result showed that the cooperative performance viewed from the financial perspective using the indicator of the SHU (remaining business result) growth and members' savings growth was good enough, from the membership perspective using the indicator of the growth of the number of members and SHU percentage for members the cooperative performance was good. From the internal business process using the indicator of the holding RAT (Members Annual Meeting) and management and supervisor election, the cooperative performance was very good and; finally, the growth and education perspective using the indicators of workers' satisfaction, workers' and management's productivity, and human resources quality development and Management System, the performance was very good. In the framework of financial performance improvement, cooperatives need to be brave to do innovation breakthrough by channeling loans to the non-members.

Keywords— *Performance Measurement; Balanced Scorecard; cooperative*

I. INTRODUCTION

Organization is a social unity that is coordinated consciously, with limitations that are relatively identifiable, that functions continually to reach a series of collective goals. Changes in science and technology, society, economy, and environment call for every business to adapt itself to the changes. The selection of a precise strategy will be able to motivate the capability of every business to adjust itself to every occurring change. The precision in choosing a strategy can be measured by measuring the business performance. The criterion of success of a strategy can be seen by the presence of increase in performance, or work stability from one

organization or business. The measurement of performance is one of the ways to evaluate the attainment that has been obtained by an organization. With a good work performance, the organization can see and evaluate. The achievement that has been reached during the current period, so that the organization can determine a precise strategy later in the future.

Performance measurement is done to see whether the business has met and reached the target that was desired by the stakeholders [1], thus performance measurement is one of the most important factors for the business. In addition, performance measurement can be used to evaluate the success of the business and the basis to write the reward system of the business. Performance measurement is the feedback that will give information on how good is the actions done concerning the achievement in implementing a plan in which the business needs some adjustments in the planning and controlling activities. Some conditions that have to be met in order performance measurement can produce decisions that are really useful for the business include: relevant to the goal of the organization, reflecting the key activities of the management, can be understood by all workers, not only by the top management, easy to be measured and evaluated, and is used consistently throughout the organization.

Performance measurement is an important factor in determining the long range success. It use is only limited to the measurement of financial performance, so that there is a weakness in measuring the performance in other factors such as in the perspective of the customers, the internal business process, in the learning / and growth , while the business development requires a more complex form of measurement. Thus, the traditional measuring system provides less information needed by the business to measure and process all activities of the organization activities that stimulate competitive advantages of the business in facing the dynamic

business environment. Thus, the authors tried to solve the existing financial problems using Balance Scorecard method.

Balance Scorecard was first introduced by Kaplan and Norton in Harvard Business Review in January-February edition that discussed a comprehensive framework in thinking about performance to implement Balanced Scoreboard strategy. Balanced Scorecard consists of two words, namely Scorecard) and Balanced. Scoreboard is used to measure an individual performance. It can also be used to plan scores that will be acquired in the future. The word balanced is meant to show personal performance measured in balance from two aspects, namely finance and non-finance, short term and long term, external and internal. Thus, to plan the score that will be acquired one has to consider the balance between performances in finance and non finance, short term and long term, and internal and external. It also sees the business from four perspectives: financial, customer, internal business perspectives and learning and growth perspective.

The concept of Balance Scorecard can be applied to a business organization that produces products and services. Based on the stipulation of Act No. 25 of 1995 Clause 1 Paragraph 1 on cooperative, cooperative is a corporation that has one member or a cooperative corporate body that bases its activities on some principles. Cooperative is at the same time a people's economic movement that is based on the familial principle.

Koperasi Pegawai Negeri (KPN) Kuwera Undiksha whose members are full time lecturers and government workers in Ganesha University of Education (Undiksha), as an institution is a corporate body with the number: 119/BH/PAD/KWK.22/III/1996 dated 26 March 1996. Until 2018, the number of its members is 684. This so big number of its members is expected to make it progress and develop better, in addition, based on the data of the financial reports in the last five years, from 2013 to 2017, the ability of *Koperasi Pegawai Negeri (KPN) Kuwera Undiksha* in acquiring SHU tends to decrease. The percentage of the decrease can be explained as follows: in 2013, 15.79%, in 2014, 13.30%, in 2015, 14.07%, in 2016, 11.98% and in 2017, 11%. Beside this development, this

Cooperative makes a work plan every year, both in the business and organization sectors. Based on the data above, the researchers were interested to know the performance of KPN Kuwera Undiksha using Balance Scorecard method. Thus, the aim of this study was not only to study the performance from the financial perspective, but also from nonfinancial perspective. This study was basically based on showing the performance using 4 perspectives, but the indicators in each perspective were slightly changed so that they are in line with the terms and philosophy of a cooperative. This model was based on the result of a study (Nugroho, 2011).

II. LITERATURE REVIEW

A. Business Performance Measurement

Doing a performance evaluation of a business unit of an organization is of course done with the hope that the result of the performance evaluation can be used as a method to evaluate

progress in the workers that has an impact on the progress of the organization [2]. Performance has to become the focus of attention in an organization. Why? Without a good performance, the condition will have an effect on the quality and quantity of an organization. By doing a performance evaluation, the organization can minimize errors in managing human resources, finance, production, or it can be said that it will minimize the errors in management that have caused the performance evaluation to be done in a less accurate way.

The organization performance was measured and evaluated with the purpose of knowing whether the organization strategy has been used well or not. In addition, the performance measurement was meant to show to what extent have the managers contributed to the organization. Finally, the result of the performance evaluation will become a source of information for the organization in evaluating the managers' actions. However, the performance evaluation can also be used as a standard in writing business strategies that will become the basis of the organization in writing the organization reward system.

Thus, what is meant by performance. Performance is an achievement or the real result that has been acquired and this result will be used positively [3]. Performance can also be defined as success acquired by the workers in creating and realizing the strategic target in four perspectives in the development of the organization, namely financial, service for the customers, process, and learning and growth.

B. The Concept of Balance Score Card

Before an organization decides to choose one of various performance measurement instruments, the organization must understand why it has to do the performance measurement. It is no longer a secret that with the presence of performance measurement an organization can give motivation to the workers to show their achievement and reach the goal that has been determined by the organization. The performance measurement system and the way how to determine the choice of performance measurement instruments that are suitable for the ability, the organization will consider what benefits can be got when making a decision to use the performance measurement instruments. Thus, the organization will take the following actions.

- 1) Tracing performance against the customers' expectation, which will make the organization do much more intensive cooperation to satisfy the customers
- 2) Identifying activities that are really not needed to be done in the organization to focus on the activities of the organization that can optimize the result in products and services.
- 3) Giving motivation to the workers to work according to the standard and give good services to the users of goods/services given by the organization.
- 4) Making mutual agreements with members of other organizations to jointly support continuous changes gradually for the growth of the organization.

Beside some considerations that have been pointed out above, selecting and using one of the models of performance measurement that will be used should consider the size of the organization and the number of stakeholders who have an interest in the performance measurement. The more stakeholders involved the more problems will occur [4].

Performance measurement that is based on the financial sector will not be able to meet the desire of all stockholders and the organization. Thus, one needs an instrument to measure performance that can facilitate all stakeholders in achieving their goals. Thus, by using Balanced Scorecard it is expected that an organization can produce much better financial performance and help the organization to manage the branches of the business and their supports in a long run.

Progress in the industrial sector parallels to the development in information and technology and makes an organization have an increasingly complex operational management task. Balance Scorecard is more than a system of performance measurement used to manage organizational strategies from time to time [5]. A performance measurement that only relies on performance in the financial sector can no longer be sufficient in order that an organization can make a good achievement. Balance Scorecard that is known as an instrument to measure financial and nonfinancial performance is a comprehensive framework for giving a description about the vision and strategies of the organization in a set of performance measurements using four perspectives, namely financial, customer, internal business process, and learning and growth perspectives.

By using the four perspectives in the performance measurement it is expected that there will be a balance between the financial, stakeholders, customers and various types of the criteria of internal business process and the learning and growth process.

C. The Concept of Balanced Scorecard

The concept of Balanced Scorecard will be henceforth abbreviated as BSC. BSC is an approach to the management strategy that was developed by Robert Kaplan (Harvard Business School) and David Norton in 1990. BSC consists of two words, namely balanced and scorecard. This means that there is a balance between financial performance and nonfinancial performance, short term performance and long term performance, between internal performance and external performance. While scorecard is a card that is used to record an individual score performance. Scorecard can also be used to plan a score that should be acquired by an individual in the future. Formerly BSC was used to correct an executive performance measurement system. In the beginning of its use, the executive performance was measured from the financial perspective. Then, it was extended to four perspectives, which is then used to measure performance in a comprehensive way. The four perspectives are financial, customers, internal business process and learning in growth. BSC is a mechanism of the management system that can translate the vision and strategies of an organization into real actions in the field. BSC is one of the management instruments that have been proven to

have helped many corporations in implementing their business strategies.

D. The Concept of Cooperative

In order to understand the concept of cooperative in a comprehensive way, first one has to know the definition of cooperative that is in accordance with the economic concepts and the definition can apply universally. This is important because the concept of cooperative will change from the perspective of those who view it. With an appropriate definition, we will be able to determine the characteristics of cooperative that apply universally. Hatta mentioned that a cooperative is a joint effort to improve the fate of the economic life based on mutual help. Then, it is stated that a cooperative movement is a sign of hope for the weak, based on self-help and mutual help among its members, so that it can bring forth the feeling of self confidence in friendship in cooperative that forms a new spirit and a spirit to help oneself.

An organization is a socioeconomic system [6]. Thus, in order it meets the requirement to become a cooperative it has to meet the following four criteria:

- 1) Cooperative group: that is a group of individuals who at least have the same interest (the same goal)
- 2) Cooperative group self-help: a group of individuals that reach their goal through an activity that is done together.
- 3) Cooperative Business: In doing a cooperative activity, a forum is formed, that is a cooperative business that is owned together to reach a common goal.
- 4) Member Promotion: A cooperative business that is found in the organization has a task to support and improve the economic activity.

Since cooperative members are individuals, then, the important thing here is a group of individuals, not a collection of capital. Thus, the participation of the members is the most important element in the life of a cooperative.

The concept of cooperative in Indonesia, in a formal sense, can be seen in the Cooperative Act No. 17 of 2012, Clause 1 Par 1 which defines a cooperative as a corporate body that is founded by individuals or a corporate body of cooperative, by putting aside the assets of the members as capital to operate the business that meets the aspiration and collective need in the economic, social, cultural fields according to the cooperative values and principles.

Based on the definitions above it can be concluded that a cooperative is a business organization owned and managed collectively by its members for their interests.

E. Cooperative Activities

As it is known a cooperative is a corporate body whose members are individuals or a corporation body whose activities are based on cooperative principles, which at the same time is a people's economic movement that is based on the familial principle (Cooperative Act No. 25 of 1992)

Based on the act above, then in its activities, a cooperative has business activities as an institution for doing a business.

In Clause 15 Act No. 25 of 1992 on cooperative, it is stated that a cooperative can be in the form of primary cooperative or secondary cooperative. In the elucidation of Clause 15 Act No 25 of 1992 it is mentioned that the definition of a secondary cooperative covers all cooperatives that are founded by and have primary and or secondary cooperatives as its members, based on common interest and for efficiency, both the cooperatives of the same type and different type or level. A secondary cooperative is formed by at least three cooperatives with corporation bodies both primary and secondary. A secondary cooperative is formed with the aim at improving the efficiency, effectiveness and developing the ability of the primary cooperatives in playing their roles and doing their functions. Thus, the founding of a secondary cooperative should be based on its feasibility to reach the aim. A primary cooperative is a cooperative that has individual members, minimally 20, that have common activities, interest, aims, and economic needs. A primary cooperative has autonomy to regulate by itself hierarchy, name, and norms that regulate the secondary cooperative life.

F. Measuring Cooperative Performance

Balanced Scorecard method is mostly used in various businesses. It is also very common implemented in cooperatives. Cooperative performance measurement will be slightly different from that in businesses in general. This is caused by some factors. A cooperative is an association of individuals; it is not an accumulation of capital. A cooperative uses the term SHU rather than profit (Act No. 25 of 1992 on Cooperative). It is not oriented toward profit but benefit. Some journal articles show that performance measurement uses Balanced Scorecard [7], by relating the vision, missions, and strategies and then a scorecard is planned followed by assigning scores. Then, a calculation is made using Critical Success Factor and weighting using Analytical Hierarchy Process (AHP). Variable proxies which have been adjusted to the aims that will be achieved have been used previously [8]. The perspective and standard used in measuring a cooperative performance using Balanced Scorecard combine planning and strategy to achieve the aims of the cooperative, stipulations in Act No. 25 of 1992 on cooperative, Mulyadi's theory on planning system and management control, and the Regulation of the Minister of Cooperative No: 06/Per/M.KUKM/V/2006 [9]. From the opinions above, the performance measurement using Balanced Scoreboard method can be modified according to the form of the corporation body. In this study the researchers used Nugroho's model of method of performance evaluation based on the consideration that accommodates theory, practice, and the regulation that prevails.

III. RESEARCH METHOD

The study took place at Koperasi Pegawai Negeri KUWERA that is located at Jalan Udayana II Singaraja-Bali. The consideration of choosing Koperasi Kuwera as the site of study was because it has a large number of members (684

members compared to other KPNs in Buleleng Regency. This study was conducted from July to September 2018.

This study used descriptive method of the case study type. This method was used since the study followed the stages which included describing, explaining, and reporting a real condition, object or event at the time of the study.

The instrument for analyzing the data to implement Balanced Scorecard method that consists of four perspectives, that is, financial, member perspectives, growth and learning perspectives [9]. The dimension of each perspective as follows:

Financial perspective: growth in the remaining business, growth in capital or savings and Return on Equity (ROE), member perspective, which includes: rate of growth in the number of members and percentage of SHU for members, business process perspective which includes: the holding of RAT and the election of management and workers of the cooperative, growth and learning perspective, which includes: workers' satisfaction, productivity of the management and workers and the development of the human resource quality and management system.

IV. RESULTS AND DISCUSSION

A. Financial Perspective

The method to find out the financial performance in this study was done by using three indicators, growth in remaining business result, growth in capital and Return on equity (ROE). The use of these standards is based on the BSC strategic target in financial perspective that fit with the situation of a cooperative that is oriented to benefit rather than profit, but does not ignore growth in success from the point of finance. The target of achievement seen from the Cooperative Budget and Revenue Plan (RAPBK) of the year in question.

a. Growth in Remaining Business Result (SHU)

Based on the data collected, the average in the growth of remaining business result in the last 5 years (2013 – 2017) in KPRI Kuwera is 5.61%, so that the score obtained is 2 (two). The assigning of the score is based on Table 2, in which the target for growth in SHU is between 1% - 15%. The highest growth in SHU occurred in 2013, that is, at 23.8% while the lowest in 2016, that is, - 6.53 percent.

b. Growth in Member Savings

The accumulation of the members' savings was always done by members of the cooperative to add the cooperative capital. In relation to the members' savings, in the stipulation in the Act of Cooperative No. 25 of 1992 Clause 55 states that members' savings, that consist of principal saving and obligatory saving become the capital that suffers from risks.

TABLE I. PERSPECTIVES AND STANDARD USED IN BALANCED SCORECARD METHOD (NUGROHO, 2011)

Perspective (Weight ,B _u)	Size (Weight)	Target	Score Determination	
Financial (0.3)	Growth in remaining business result	1 percent - 15 percent ^a	< 1 percent =0	
			1 percent - < 5 % = 1	
			5 percent - < 10 percent =2	
			10 percent - < 15 percent =3	
			≥ 15 % = 4	
	Growth in Savings/ Capital (0,2)	1 percent - 4 Percent ^c	< 1 percent =0	
			1 percent - < 5 % = 1	
			5 percent - < 10 percent =2	
			10 percent - < 15 percent =3	
	ROE	3 percent - 4 percent ^c	10 percent - < 15 percent =3	
			≥ 15 % = 4	
			< 1 percent =0	
			1 percent - < 5 % = 1	
			5 percent - < 10 percent =2	
			10 percent - < 15 percent =3	
Membership	Growth in Number of Members (0.5)	0 - > 10 percent ^e	< 1 percent =0	
			1 percent - < 5 % = 1	
			5 percent - < 10 percent =2	
			10 percent - < 15 percent =3	
			≥ 15 % = 4	
	Percentage in remaining business result for members (0.5)	Regulated in the Rule of Association and is implemented ^e	unavailable and not given = 0	
			available but not/ not yet given=1	
			unavailable but given = 2	
			available, only part of it given = 3	
			available , and has been distributed = 4	
Business Internal Process (0,2)	The holding of Annual meeting of the members (0.4)	January – March ^c	After June = 0	
			June = 1	
	Election of management and workers(0.3)		Management elected from and by members ^b	May = 2
				April = 3
			January – March = 4	
			Without member's intervention = 0	
			Election is witnessed by members but not from and by members = 1	
			Voters are from members = 2	
			Voters by members = 3	
			Election from and by members = 4	
	Number and business maintain relations with partners	≥ 5 percent ^e	0 = 0	
			1 -2 = 1	
			2 = 2	
			3 = 3	

Perspective (Weight ,B _n)	Size (Weight)	Target	Score Determination
			≥ 5 = 4
Growth and learning	Workers' satisfaction (0.4)	10 - ≥ 55 percent ^d	< 10 percent = 0
			10 - < 25 percent = 1
			25 - < 40 percent = 2
			40 - < 55 percent = 3
			≥ 55 percent = 4
	Workers and management productivity (0.3)	80 - ≥ 95 percent ^c	< 80 percent = 0
			80 - < 85 percent = 1
			85 - < 90 percent = 2
			90 - < 95 percent = 3
	Program of human resources quality development and management system (0.3)	Written in the program and is implemented ^e	≥ 95 percent = 4
			Not written and not implemented = 0
			Written, but not implemented = 1
			Not written, implemented = 2
			Written, part is implemented = 3
			Written, fully implemented = 4

^a Target of Koperasi Kuwera

^b Act no. 25 of 1992 on cooperative

^c Cooperative data of Koperasi Kuwera

^d Mulyadi (2001)

^e Regulation of The Minister No.06/The Regulation/M.KUKM/V/2006

Based on the stipulation then members' savings can mean self capital, especially principal saving and obligatory saving. Based on the data obtained, the average in capital growth from 2013 – 2017 was 6%, so that the score for this standard is 4 (four). The assignment of score 4 is based on Table 2. The highest growth in capital occurred in 2014, that is, at 9.16% and the lowest in 2013, that is, at 6.53%.

c. Return On Equity (ROE)

The ratio of Return On Equity (ROE) aims to find out the ability of the self capital invested in all of the net profit. The average in ROE from 2013 – 2017 was 13.32%, which means that every use of Rp. 100,000,000 self-capital, thus, the remaining business result obtained was Rp. 13,320,000. With the average of ROE at 13.32%, then the score for the standard was 2 (two), in which the target was for ROE was at 3 – 21%. The highest ROE was reached in 2013, at 15.79%, while the lowest ROE was in 2017, that is, at 11%.

B. Membership Perspective

The membership perspective used two indicators, i.e. Rate of Growth in the number of members and the percentage in the remaining business result for members.

a. Rate of growth in Number of Members

The rate of growth in the number of members during the 5 year period (2013 – 2017) was 0.11%, so that score for this standard was 2. The highest growth occurred in 2016 at 6.35% and the lowest in 2015 at – 2.75%. The low rate in the number of members was caused by the recruitment was parallel to the acceptance of government workers at UNDIKSHA.

b. Percentage of Remaining Business Result

Based on the data obtained, it was known that the remaining business result that was distributed to the members was 45%, consisting of 20% for Savings interest and 25% for Loan interest. The distribution of the remaining business result was realized after the holding of the annual members meeting. With the mention of the rate of the remaining business result in the rule of the association the correct amount was given to the members, thus the score for this standard was 4 (four).

C. Business Internal Process Perspective

Internal business process in this study covered the cooperative internal relation. The internal relation is the same as the members' participation.

a. The Holding of Annual Members Meeting

Members meeting are the highest mandate holder. In the members meeting every member has an equal right to talk, to give suggestions, to give responses and opinions for the progress of the cooperative. The holding of Annual Members Meeting in KPPRI Kuwera in the 5 year period (2013 – 2017) was as follows:

Fiscal Year 2013 : Wednesday, 26th of February, 2014

Fiscal Year 2014 : Wednesday, 11th of March, 2015

Fiscal Year 2015 : Friday, 18th of March, 2016

Fiscal Year 2016 ; Friday, 3rd of March , 2017

Fiscal Year 2017 : Friday , 23rd of February 2018

The holding of annual members meeting was done in February – March , the score for this standard was 4 (four). The target of the standard in determining the target was the Regulation of the Minister No, 06/Per/M.KUKM/V/2006.

and the realization of the plan makes the score for this standard become 4 (four).

E. *Comprehensive Performance Evaluation*

Based on the evaluation of the 4 perspectives consisting of financial, membership, internal business process, and growth and learning, the overall result of the evaluation is as shown in Table 2.

Based on the result of the performance measurement, it can be seen that performance in the financial perspective got the score of 60% or 18% of the whole performance, while in the nonfinancial aspect that consists of membership, internal business process, and growth in learning got the score, based on the comprehensive perspective of the cooperative of 62.5%. The performance of cooperative in each perspective can be explained as follows. The financial perspective with the indicator of growth in the remaining business result and growth in savings of the members showed that the performance got the score of 60% or 18% of the whole performance. This score falls into the fairly good category, then, the membership perspective with the indicator of growth in the number of members, the percentage of the remaining business result for the members showed the performance with the score of 75% or 22.5% based on the cooperative performance as a whole, this score falls into the good category. The internal business perspective with the indicator of the holding of members annual meetings and election of management and supervisors got the score of 100% or 20% of the total score of the cooperative performance , this score falls into the very good category and the last perspective is the growth and learning, with the indicator of workers' satisfaction, workers' and management's productivity, and the program of the human resource quality development and the management system got the score of 100% or 20% of the total score of the cooperative perspective. This score is significant and falls into the very good category.

Based on the results of this study it can be concluded that the performance from the nonfinancial perspective is good. The condition of the cooperative performance from the financial perspective is smaller than that of the nonfinancial perspective. This shows that the cooperative is not oriented toward profit but toward benefit. In other words, the presence of the cooperative for the members is really beneficial. In addition, it can also show that the cooperative has passed the testing of participation [6].

b. Election of Management and Supervisor of the Cooperative

The election of the management and supervisor closely followed the stipulation of cooperatives, in which the management and supervisor are elected from and by the members (the democratic principle) through a members meeting. From the holding of the meeting it showed that all members participated in making the cooperative make a progress by being elected and voting. By the holding of the election of the management from and by the members, the score for this standard was 4 (four).

D. *Growth and Learning Perspective*

a. Workers' Satisfaction

The score for the evaluation of the workers' satisfaction was 85.75%, consisting of 60% saying that they were satisfied and 25.75% very satisfied. Thus the score for this standard was 4 (four). With a high level of satisfaction it is hoped that the quality of work given by the workers is good. Thus, the productivity of their jobs will also increase.

b. Productivity of workers and management

The average level of productivity of the management and workers from 2013 to 2017 was 87.58% , so that the score for this standard was 4 (four), in which the target for the level of productive of the management and workers was 80 - \geq 95%.

c. Development of Human Resources Quality and Management System

The mention of the development of human resources quality and management in the work plan every year,

TABLE II. RESULTS OF THE COOPERATIVE PERFORMANCE MEASUREMENT

Perspective Weight (B_p)	Size Weight (B_u)	Obtained Score (S)	Value ($B_u \times S$)	Performance Perspective (K_p)	Cooperative Performance ($K_p + B_p$)
Financial (0.3)	growth in SHU (0.5)	2	1	60 %	18 %
	growth in savings (0.2)	4	0.8		
	Return on equity (0.3)	2	0.6		
Membership (0.3)	growth in number of members (0.5)	2	1	75%	22.5 %
	Percentage of SHU for members (0.5)	4	2		
Internal business (0. 2)	The holding of Member Annual Meeting (0.5)	4	2	100%	20 %
	Election of Management and Supervisory Boards (0,5)	4	2		
Growth in Learning (02)	Workers' Satisfaction (0.4)	4	1.6	100 %	20 %
	Productivity of workers and Management (0.3)	4	1.2		
	Program for Human Resources Quality Development and Management System (0.3)	4	1.2		
Performance of Cooperative in a comprehensive evaluation					80.5 %

V. CONCLUSION

Based on the result and the discussion it can be concluded that

1. In general, the performance of *Koperasi KPRI Kuwera* falls into the good category with the score of 80.5 %.
2. Viewed from each perspective then it can be explained as follows:
 - a. The financial perspective with the indicator of growth in remaining business result and growth in savings got the score of 18% , falling into the fairly good category.
 - b. The membership perspective with the indicators that consist of growth in the number of the members and the percentage of the remaining business result for the members got the score of 75% or 22.5%, from the entire performance. The score falls into the good category.
 - c. The internal business process perspective with the indicator of the holding of the members annual

meeting and the election of management and supervisory board got the score of 100% or 20% of the total performance. This score falls into very good category.

- d. The perspective of growth and learning with the indicators of workers' satisfaction and workers' and management's productivity and the human resources quality development and management system got the score of 100%, or 20% of the total performance. This score falls into the very good category.

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