

## The Cooperatives Performance Indicators, Based on Balance Scorecard

*Los indicadores de desempeño de las cooperativas, basados en el cuadro de mando integral*

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### Abstract

The Objectives Measurement of Cooperation Performance Indicators of Balance Score Card-Based (BSC) is to know the performance of certified cooperatives in Jakarta (capitol of Indonesia). Specific targets to be generated from this research are the Measurement of Cooperative Performance Indicators that can measure the performance of the Cooperative at the moment and can be used as a consideration for future decision making in a sustainable manner. The research methodology used is descriptive, beginning with identifying and describing various aspects of cooperatives related to cooperative performance from a business side, such as marketing, operation/production, finance, human resources, legality, institutional, cooperation and so on. This research was carried out through a survey in several certified cooperatives in Jakarta that was sampled. The data were collected by using questionnaires, interviews and observation and in-depth interviews. The results of this study indicate in general from every perspective of Balance Score Card that from the perspective of the financial, certified cooperative in Jakarta, has average size of 3.223, on a scale of 1-5, while from Marketing perspective: 1.912, from the perspective of Internal Business Process: 1.765, and from a Growth and Learning perspective of: 2,370.

**Keywords:** the cooperatives, balanced scorecards, perspectives

### Resumen

Los objetivos de la medición de los indicadores de rendimiento de la cooperación basada en la tarjeta de puntuación de equilibrio (BSC) es conocer el rendimiento de las cooperativas certificadas en Yakarta (capital de Indonesia). Los objetivos específicos que se generarán a partir de esta investigación son los Indicadores de Medición del Desempeño de la Cooperativa que pueden medir el desempeño de la Cooperativa en este momento y pueden usarse como una consideración para la toma de decisiones futuras de manera sostenible. La metodología de investigación utilizada es descriptiva, comenzando con la identificación y descripción de varios aspectos de las cooperativas relacionadas con el desempeño cooperativo desde el lado comercial, como marketing, operación / producción, finanzas, recursos humanos, legalidad, institucional, cooperación, etc. Esta investigación se llevó a cabo mediante una encuesta en varias cooperativas certificadas en Yakarta que fue muestreada. Los datos se recopilaron mediante cuestionarios, entrevistas y observación y entrevistas en profundidad. Los resultados de este estudio indican en general desde todas las perspectivas de Balance Score Card que desde la perspectiva de la cooperativa financiera certificada en Yakarta, tiene un tamaño promedio de 3.223, en una escala de 1-5, mientras que desde la perspectiva de Marketing: 1.912, de La perspectiva del proceso empresarial interno: 1.765, y desde una perspectiva de crecimiento y aprendizaje de: 2.370.

**Palabras clave:** las cooperativas, cuadros de mando equilibrados, perspectivas



## Introduction

Quantitatively, the number of cooperatives in Indonesia increased by 5.31%. Data from the Ministry of Cooperatives and SMEs (2014), said that until June 2011 the total number of cooperatives in Indonesia reached 186,907 units. Of the 186,907 units of the cooperative, it has 30,472 members with a business volume of Rp 97.276 trillion and its own capital reaches Rp 30.10 trillion. In Jakarta there are about 5,714 in 2015, ([www:http.depkop.go.id//](http://www.depkop.go.id/), 2016) with the number of certified cooperatives as much as 3-4%. In South Jakarta for example with the Number of Cooperatives 2128, which is certified only 57. Through the Regulation of the State Minister of Cooperatives and SMEs, Number: 06 / Per / M.KUKM / XI / 2012. The main task and function of KUKM in general is the achievement of cooperative development performance in Indonesia from various business side, such as achievement of operation/production, marketing, human resources, finance, legality, institutional, cooperation (networking) This can be an indicator of the competitiveness of cooperatives as one of the pillars of the Indonesian economy.

Cooperative awareness of quality standards, design and products of consumer needs and competitiveness as one of the pillars of the national economy can be seen in the existing indicators on the Balanced Scorecard (BSC) on perspective or aspects of production/operation (perspective internal business process) cooperative. Through this research, cooperative access to other business entities can be done, from suppliers, customers, distributors, and even competitors. This access will provide information about related business entities and creatively can be created or designed products that suit the needs of consumers (customer perspective) and access to the market will be more easily accessible so that cooperative competitiveness can be known. This research will cover the financial aspect as in the BSC, it is expected that this aspect can provide information about the financial perspective that will support and mobilize cooperatives independently, without having to expect continuous incentives and protection and assistance from the government. The cooperative becomes an independent business institution. The lack of partnership principles in a unified business development strategy, one aspect of the business that is currently being considered for consideration is networking both backward and forward.

The gap between the need for the high growth of

SMEs and the availability of resources becomes a factor inhibiting the growth of cooperatives. Human resources and other scarce resources in cooperatives can be accessed from various sources. In this research aspects of human resources is an important study. In the BSC, this perspective becomes important, as an indicator (perspective learning and growth/organization capacity) which indicates a learning process in terms of human resources along with its growth and growth of other aspects such as finance, marketing, and sustainable business processes. The point is in this study the above problems will be tried in the descriptive development, analyzed and tried to find the solution (problem-solving).

This research is expected to help solve cooperative problems in Indonesia. The urgency of this research is the realization of the measure of cooperative performance indicators in Indonesia. Because since 1965 until now there has been no measure of performance indicators of cooperative development in Indonesia that can be used as a basis for measuring the success of cooperatives in Indonesia, so that the development of cooperatives in Indonesia becomes a road in place or even backward, can be seen from the absence of cooperatives in Indonesia advanced and able to compete in Southeast-Asia or even in Asia, especially in preparing for facing MEA.

## LITERATURE REVIEW

Understanding cooperatives according to Law No. Cooperatives. 25 of 2009 is a business entity consisting of people or a legal entity Cooperative with the base of activities based on the principle of Cooperatives as well as a people's economic movement based on the principle of cooperatives as well as a people's economic movement based on the principle of kinship. In contrast to commercial enterprises in general, cooperatives have their own characteristics, namely: Cooperatives are owned by members who join on at least one common economic interests. The cooperative is established and developed based on the values of self-confidence to help and be responsible for oneself & caring for others. The cooperative is established, financed, regulated and supervised, and utilized by the members themselves. The main duty cooperative business body is to support the economic interests of its members to support the welfare of members.

The Balanced Scorecard concept will be abbreviated BSC. BSC is an approach to management strategies developed by Robert Kaplan and David Norton in the early 1990s. BSC

comes from two words namely balanced and score-card. Balanced means a balance between financial and non-financial performance, short-term performance and long-term performance, between internal performance and external performance. While score-card is a card used to record a person's performance score. The scorecard can also be used to plan the scores that a person is about to embody in the future. Early use of executive performance is measured only in financial terms. Then it develops into a broad range of four perspectives, which are then used to measure the performance of the organization as a whole. The four perspectives are financial, customer, internal business processes and learning and growth.

The highest achievement of the BSC research development process in Indonesia related to cooperatives can be seen from the research conducted by Bambang Ali Nugroho, Dedi, (2011), on Fresh Dairy Cooperative Performance Analysis with Balance Scorecard Method, Joko Purwono, Sri Sugyaningsih, Anisa Roseriza, 2013, on the Analysis of Milk Production Cooperative Performance with BSC approach (Case Study: Milk Production Cooperative (KPS) Bogor West Java). From both types of research above research conducted at the level of organization or institution in this case cooperative, the conclusion can't be generally applied to all cooperatives in Indonesia. This study essentially uses BSC as a measure of cooperative performance indicators.

Study of performance indicators of cooperative development, the result shows there are some conclusions among them in order to implement the policy of empowerment of cooperatives and SMEs, to be considered include: Improving business climate, product development, increasing competitiveness, and institutional strengthening. (Ministry of KUKM, 2015).

According to Elif Öztürk1 & Ali Coskun, 2014, said that previous BSC research focused more on performance measurement. For example, Bikker (2010) learns about how financial institutions provide services to their customers. Moneva et al, (2010) evaluate the importance of the relationship between the environmental and financial performance of firms to see their contribution. Their results show that a good performance environment will result in better financial performance. In addition, service performance is an indicator of management performance that is important in the implementation of strategic management (Parasuraman et al., 1985; Carman, 1990; Bolton and Drew, 1991). Firdaus et al (2011) in Elif Öztürk & Ali Coskun, 2014, further

state that the dimensions of service quality: systematization, communication (reliability) and responsiveness can serve as key performance indicators in the customer's perspective. Still according to Elif Öztürk1 & Ali Coskun, 2014, in the study of Al-Tamimi (2011) to get the conclusion that the performance of service quality in large banks is better than small banks,

Balance Score Card, used financial performance benchmarks such as net profit and ROI since these benchmarks are commonly used in firms to know earnings. Financial benchmarks alone can't describe the causes that make the change of wealth created by a company or organization (Mulyadi and Johnny Setyawan, 1999).

According to the Decree of the Minister of Cooperatives of Small and Medium Enterprises Entrepreneur Number: 20 / Per / M.KUKM / XI / 2008 dated November 14, 2008, About the Guidelines for Assessment of Healthy Savings and Savings and Loan Savings Units. Aspects assessed are 1). Capital, consists of a) Own Capital Ratio to Total Assets; b) The Own Capital Ratio to Loans is given at risk, and c) Capital Adequacy Ratio. 2). Quality of Earning Assets consists of: a) Loan Volume Ratio to Member on Loan Volume is given; b) Loan Risk Ratio to Loans; c) Risk Reserves Ratios to Troubled Loans; d) Minimum Lending Limit (MLL) for prospective members, other cooperatives and members of the loan volume. 3). Management consists of: a) General Management; b) Institutions; c) Capital Management; d) Management of Assets; e) Liquidity Management. 4). Efficiency, consisting of a) The ratio of the operational cost of services to gross participation; b) The ratio of fixed assets to total Assets; c) Service efficiency ratio. 5). Liquidity, consisting of a) Cash Ratio and b) Loan Volume Ratio to Funds Received and 6). Independence and growth, consisting of a) Rentability of assets and b) Capital Rentability own.

Khozein, (2012) stated companies using a Balanced Scorecard approach tend to produce better performance reports than organizations without such a structured approach to performance management. According to previous research has shown that there are more prospective outlooks that can be operationalized in performance measurement using BSC. Among them are researched from I Gst. Ngr. Agung L. Indranatha I Ketut Suryanawa, (2013), reduces the perspective in BSC into a variable that is adapted to each perspective in the BSC, the results show that the variables in this study are as follows:



The performance of the financial perspective in this study is measured using: a) Profitability ratio is the ability of the income earned to generate net profit of the cooperative; b) Return on asset ratio (ROA) is the ability of the capital invested in the overall assets to generate net profit of the cooperative; c) The ratio of quick ratios is the ability to repay debts that must immediately be met with more liquid assets (quick assets). 2) The performance of the customer perspective in this study is measured using a) The growth rate of customers is the ability of cooperatives in attracting new customers which are calculated by comparing the number of subscribers of the current year minus the number of subscribers last year divided by the number of customers last year expressed by the percentage. b) The level of customer satisfaction is a statement of customer satisfaction that describes the services of "KSU Kuta Mimba" regarding the quality of service they obtain that is measured using the Customer Satisfaction Index (CSI). 3) The performance of internal business process perspective in this research is measured using a) Service Cycle Efficiency (SCE) from time of credit realization that is time needed by the employee to finish saving and loan transaction with "KSU Kuta Mimba" consumer which measured by Service Cycle Efficiency (SCE). b) The level of development of the type of business (product/service) that is designing products and services in accordance with customer needs. 4) The performance of the learning and growth perspective in this study is measured using a) Employee retention rate is the percentage of comparison between the number of outgoing employees and the number of employees in the year period concerned using employee retention measures. b) Employee productivity is the ratio between the amount of income compared to the total number of employees in the year period as measured by employee productivity ratio. c) The level of employee satisfaction is the expression of employee satisfaction that describes the working conditions in "KSU Kuta Mimba" using Employee Satisfaction Index (IKK). The reason researchers use the above variable proxies because the proxies of measurement proxies have been adjusted to the goals to be achieved and the strategy undertaken by "KSU Kuta Mimba". Theuri, Francis, and Fred Mugambi, (2014), has been stated The BSC offers a perspective on how to link the various key indicators on performance targets altogether. The bank management can validate the balanced scorecard as tool for measuring the performance of its business and that of its employees. Hasan Rashed Ul., Tai Mei Chyi, (2017) findings prove that BSC practicability in different industries is favourable.

It provides a systemic view of the strategy to most of the organisations. It is planned that this simple comparison between the results of implementing BSC concept will prove useful to today's business performances.

## RESEARCH METHODS

Judging from its purpose, this research is expected to give a description of the Cooperative Performance Indicator in Jakarta. In accordance with the objectives to be achieved, then used types of research are descriptive research that aims to obtain a description of the characteristics of variables. The type of descriptive research is conducted through data collection, the research method used are two survey methods: descriptive survey and descriptive development. The type of investigation of this research is investigative analysis. The unit of analysis of this study is organizational, meaning a cooperative institutional organization in Jakarta. Time horizon this research a cross-section or one shoot data collection. Data collection was conducted from June to December 2016. Using a sample of 62 certified cooperatives.

## Results and Discussion

### 4.1. Financial Perspective

In terms of capital ratio of own capital to total assets, the results show that 21.1% of cooperatives that have certificates in Jakarta have their own capital ratio to assets smaller than 0.2 or own capital is only 20% of total assets; there are 47.4% have their own capital to asset ratio of 0.5 or 50% and 29.8% have their own equity with total assets and only 1.8% cooperatives with own capital larger than total assets.

The ratio of own equity to loans is given at risk, 33.3% of cooperatives with certificates in Jakarta have their own capital ratios of loans granted that are at risk of equilibrium, meaning that even if the loan is at risk, the equity is still equal to the size of the loan at risk. There are 66.7% of cooperatives whose own equity ratio to loans and risk is still greater than one own capital adequacy ratio, 43.9% of the 62 certified cooperatives in Jakarta, have a capital adequacy of themselves, less than 80%, meaning that capital is weighted compared to the weighted assets according to risk is still smaller. While 56.1% have better capital adequacy with a comparison between weighted capital with ATMR bigger or equal to one.

In terms of the quality of earning assets, the ratio

of the volume of loans to members of the loan volume is given, 54.4% has the ratio of loan volume to members of the loan volume of less than one, meaning that the ratio of loan volume to members is greater than the loan volume, loans granted to members exceed the volume of the planned loan.

The risk ratio of non-performing loans to loans, 56.1% has a ratio of non-performing loan risk to loan volume of less than one, meaning that the volume of borrowing is still greater than the outstanding loan

The ratio of risk reserves to non-performing loans, most of the certified cooperatives in Jakarta, 52.6% have a ratio of risk reserves to non-performing loans that are smaller than one, meaning that the prepared risk reserves are smaller than with non-performing loans. This should be careful because if a problem loan can't be settled then it must use the existing reserves, but the amount of more reserves is less than the problem loans.

Minimum lending limit (MLL) to prospective members, other cooperatives and members to loan volume, 59.6% has a minimum limit of lending to prospective members, other cooperatives to loan volume of less than one, meaning that the available loan volume is still sufficient if all members get loans according to their minimum limit.

To find out whether the cooperative is efficient in finances can be seen from the ratio of service operating expenses to gross participation, is the ratio between operational costs of service to gross participation. 52.6% has a ratio of service operating expenses to gross participation of less than one, meaning that the operational cost of services is still smaller than the gross participation of members, in other words, the operational cost is still smaller than the gross participation of the members. Also shown by the ratio of fixed assets to total assets of certified cooperatives in Jakarta, 43.9% have fixed asset to total assets ratio, less than one, meaning that the assets owned are still greater than the assets, so that assets can cover the losses due to the assets does not go as planned. As well as the ratio of service efficiency, salary and employee salary to loan volume is the ratio between salary and employee fee compared to loan volume. 43.9% has a fixed asset to total asset ratio, less than one, meaning that the assets owned are still larger than the asset so that assets can cover the losses due to assets that do not run as planned.

Liquidity is the ability of the Cooperative to fulfill

short-term obligations. Return on Assets is the comparison between the remaining results of the business before taxes obtained with the wealth owned. From the side of liquidity shown by the ratio of cash, cash plus the bank against the current liabilities of the cooperative. 47.4% has a cash, cash/bank ratio against current liabilities, less than one, meaning that current liabilities are still smaller than the existing cash plus bank. In addition, it can be shown by the ratio of loan volume to the received funds, i.e. the volume of loans provided compared to the funds received. Most of the cooperatives are certified in Jakarta, 64.9% have a ratio of loan volume to received funds smaller than one, meaning that the volume of loans provided is still relatively smaller compared to the funds received.

Does the cooperative already have independence can be seen from the profitability of assets, namely the ability of cooperatives to obtain the rest of the business results and/or the ability of cooperatives to obtain business results amount 68.4% has asset earnings, earnings before interest and tax on total assets less than one, which means asset rent, earnings before interest and tax are still relatively smaller compared to total assets. This independence and growth can also be seen from the rentability of own capital, its own capital rentability, earnings before interest and tax, member part to the total capital itself. 67.9% have own capital rentability, SHU, member part to total own capital is smaller than one, meaning the ability of cooperative to obtain the rest of business result and or ability of cooperative to get result of effort, compared to own capital still less, in other words, must be enhanced ability cooperatives to obtain the remaining results of operations and the ability to obtain greater business results. In addition, it can be seen from the operational independence of services shown by the comparison between gross SHU divided by operating expenses plus the burden of cooperatives. Certified Cooperative in Jakarta, 68.4% has a ratio of dirty SHU to operating expenses + burden of cooperatives is smaller than one, meaning that the cooperative is not yet independent in the operation of cooperatives.

To know the identity of the cooperative can be shown by the ratio of gross participation, that is, the ratio between gross participation and volume of loan result shows that 56.1% has gross participation ratio to loan volume equal to one, meaning that the cooperative has the ability to provide loan in accordance with its brutal participation. This can also be indicated by the ratio of the member's economic promotion i.e. the comparison between PEA with principal savings plus mandatory savings, the result indicates that



56.1% has a member economic promotion ratio of the principal savings plus the mandatory savings equal to one, the member's promotion is equal to what the member gives in the form of principal savings and mandatory savings. From the perspective of finance by calculating the average perception or choice it turns out from this perspective, in general, has a value of 3.223.

#### 4.2. Marketing or Customer Perspective

In the marketing or customer's perspective, a company needs to first determine which market segments and customers are targeted for the organization or business entity. Furthermore, managers must determine the best gauge to measure the performance of each unit of operations in order to achieve their financial goals.

Most of the Certified Cooperatives in Jakarta, 70.2%, have a clear segment. This happens because the cooperative basically has members who usually have similarities or heterogeneity in business and activities. 70.2%, have clear target members. This happens because the cooperative basically has members who usually have similarities or heterogeneity in business and activities. 82.5%, has less obvious positioning. This happens because cooperatives can't compete basically in the same category and classification, meaning that some cooperatives do not know their position in the competitive market among cooperatives of the same kind. 73.7%, does not yet have clarity about product diversity development strategy. most of the certified cooperatives in Jakarta, 68.4%, do not yet have clarity on the strategy of price development or interest rates on loans. 80.47%, has not yet clarified the promotion or communication development strategy. 66.7%, has not yet clarified the distribution channel development strategy. 75.4%, has not yet clarified the service system development strategy. 75.4%, does not yet have clarity of the member development strategy. 75.4%, has not yet clarified the implementation of product evaluation. 66.7%, has not yet clarified the evaluation of the price or interest on the loan. 63.2%, has not yet clarified the implementation of promotion evaluation. 64.9%, not yet clear the implementation of distribution channel evaluation. 68.4%, not yet clear the implementation of service evaluation. 75.4%, has not yet clarified the implementation of the growth evaluation of the number of members. Most of the certified cooperatives in Jakarta, 64.9%, do not yet have clarity on the implementation of customer or member satisfaction evaluation onboard services. In terms of marketing performance by calculating

the average perception or choice it turns out from this perspective, in general, has a value of 1.912.

#### 4.3. Internal Business Process Perspective.

The internal business process perspective presents a critical process that enables the business unit to provide value propositions to be able to attract and retain its customers in the desired market segment and satisfy shareholders' expectations through financial return each company has a unique set of value creation processes for its customers. The clarity of the marketing operation management system, the operating system includes the existence of standard operating procedures (SOP), policies or guidelines or rules or regulations governing cooperative operating systems ranging from member recruitment, SHU division, to member dismissal. Most of the certified cooperatives in Jakarta, 63.2%, do not yet have a clear marketing operation management system. 50.9%, not yet have the clarity of product operation management system, 54.4%, have clarity of product operation management system, quite clear and realistic and supported document although not yet complete, 64.9%, not yet have clarity of member recruitment management system, 64.9% clarity of service operation management system member, 75.4%, not yet have clarity of operating system of supplier/or third party. Most of the certified cooperatives in Jakarta, 66.7%, already have a clear financial management operating system, 64.9%, have only one business type, 56.1%, have more than one product. most of the cooperatives certified in Jakarta, 50.9%, have a unique uniqueness, 98.2%, uniqueness of product type, 98.2%, the uniqueness of product design, 98.2%, the uniqueness of product usage. In terms of internal business processes by calculating the average perception or choice it turns out from this perspective, in general, has a value of 1.765.

#### 4.4. Learning and Growth Process Perspective.

The learning and growth perspective includes three principles of capability related to the company's internal conditions, namely: 1). Workers' capability; 2). Information system capability. 3). An organizational climate that encourages motivation, and empowerment.

Vision and Mission clearly, most of the certified cooperatives in Jakarta, 80.7%, do not have the clarity and realization of the vision, although it is less clear and less realistic there are supporting documents contained in the annual work plan. 70.2%, does not have the clarity and credibility of the mission, although it is less clear and less

realistic there are supporting documents. 68.4%, have clear and realistic objectives and targets there are supporting documents. Most of the certified cooperatives in Jakarta, 49.1%, have clarity and credentials of the internal basic act, clear and realistic there are supporting documents. 80.7%, not yet have clarity and realistic of strategy achievement of the target of the cooperative, less clear and less realistic there is a supporting document, there is a work plan result of member meeting decision. 70.2%, have no clear rules about the recruitment of members, less clear and less realistic there is a supporting document, there is a work plan from the result of member meeting decision. 68.4%, lack of clarity about the recruitment regulations, lack of clarity and lack of realistic supporting documents, but less clear. 70.2%, not yet have clarity of rules and SOP about membership, less clear and less realistic there is supporting document but less clear. 80.7%, not yet have clarity of operating system of cooperative management, less clear and less realistic there is a supporting document, but less clear a small part was written. 80.7%, the lack of clarity of the production management system offered, less clear and less realistic there are supporting documents, but less clear a small part is written. 80.7%, not yet have a clear system of measurement mechanism of board satisfaction level, less clear and less realistic no supporting document. 50.9%, does not yet have a clear system of measurement mechanism of a productivity level of management board, less clear and less realistic no supporting documents. 93.0%, have not yet clarified the mechanism of measuring the level of retention (protest) against the board, less clear and less realistic no supporting documents. 93.0%, do not yet have clarity of mechanical measurement of management performance, less clear and less realistic no supporting documents. 82.5%, do not yet have the clarity to improve the welfare and payroll system, less clear and less realistic no supporting documents. Most of the certified

cooperatives in Jakarta, 82.5%, do not yet have a mechanism for measuring the level of member satisfaction, are less clear and less realistic there are no supporting documents. 80.7%, not yet clear the mechanism of measuring the level of member productivity., Less clear and less realistic no supporting documents. 82.5%, does not yet have clarity on the mechanism of measuring member retention rate (protest), less clear and less realistic no supporting documents. 91.2%, does not yet have clarity on the mechanics of member performance measurement, less clear and less realistic no supporting documents. Most of the certified cooperatives in Jakarta, 52.6%, do not yet have the clarity to improve the welfare of members (there are guidelines and plans), less clear and less realistic no supporting documents.

## CONCLUSIONS ANRECOMMENDATIONS.

The results of this study show in generally from each perspective according to Balance Score Card shows that from the perspective of financial, certified cooperative in Jakarta, has a size average of 3.223, on a scale of 1-5, while from a Marketing perspective: 1.912, from the perspective of Internal Process Its business, is: 1.765, and from a Growth and Learning perspective of 2,370.

The certified cooperative in Jakarta has a performance from the perspective of a good financial perspective. Meanwhile, the performance of the other perspectives such as marketing, internal business process, and learning, and growth, not as expected. It is fundamental to make improvements in order to improve organizational better performance order to grow and develop and able to compete with other economic pillars in Indonesia with all the shortcomings and advantages.

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