



PERFORMANCE ANALYSIS OF THE ALAM SEHAT LESTARI (ASRI) FOUNDATION BASED ON BALANCED SCORECARD

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Abstract

The sustainability of an organization, both profit and non-profit depends on good or bad performance. The performance of a foundation will affect the trust and loyalty of donors/grantors. ASRI Foundation as a non-profit organization in Sukadana, West Kalimantan, which is engaged in forest preservation and health services around the Gunung Palung National Park (GPNP) area is carrying out an expansion of the work area by replicating the same programs in the communities around Bukit Baka National Park Bukit Raya (BBBRNP). An objective and comprehensive assessment of the foundation's performance is very important to do for the sustainability of the organization. The Balanced Scorecard (BSC) as a management concept to measure the overall performance of the organization, both financial and non-financial in a balanced way by using four perspectives on valuation. Data collection techniques in this study such as questionnaires, internal documents of the foundation and observation. Analysis of the data used for the patient perspective is the patient satisfaction level, the perspective of internal business processes using the percentage of eco-discount and cashless payment for healthcare, financial perspectives using financial performance ratios, learning, and growth perspectives using employee satisfaction level. Overall, the foundation's performance analysis showed a composite index number of 65.91 percent, means the foundation's performance is in the good category.

Keywords: *Balanced Scorecard, Composite Index, Performance Analysis, Civil Society Organization, Foundation*



INTRODUCTION

A foundation is like a company, it can be sustainable if the cost management is carried out properly and in accordance with financial management procedures. The sustainability of an organization depends on a good or bad performance, including a foundation. Performance analysis at the ASRI Foundation for 12 years since its establishment, only carried out from the financial aspect through an annual audit, while non-financial has never been done. Likewise, a foundation in providing services to the community expects feedback on program activities carried out in the community. Public satisfaction with the foundation's programs will give trust from donors/ grantors to support the foundation's operational activities in sustainable programs.

ASRI Foundation as a dynamic organization is expanding its work area through the replication of existing activities programs around the TNGP area to several places around the TNBBBR area. The trust of the local community for the ASRI Foundation to replicate activities requires increased operational costs, so that the foundation's management and donors want to know the foundation's performance objectively and comprehensively. The foundation's performance analysis will provide direction for management to find out the organization's progress, improve the quality of strategic and accountability decision making and long-term planning.

Internal business processes at the ASRI Foundation are carried out in integrated programs between health services based on conservation and reforestation activities. Healthcare is a service; therefore, the health service must be quality. Therefore, to measure overall and balanced organizational performance is done by using the Balanced Scorecard (BSC) method which will help formulate a management strategy. According to Tunggal (2003,p. 12) a strategy is a basically theory of how to achieve organizational goals. Of the BSC approach, top management describes its strategy into performance benchmarks so employees understand it and can implement something to achieve that strategy.

The BSC approach, besides measuring financial aspects through the financial perspective of the foundation's financial performance ratios, it also measures the non-financial aspects through three perspectives. Performance measurement from customer's perspective will express patient satisfaction with the provided services, if good it will increase visits as proof of appreciation for the program's success. Performance measurement from the perspective of internal business processes to determine the quality of the existing programs activities are integrated with each other. Performance measurement from a growth and learning perspective can be used to improve employee quality through training and appreciation when performance is low or not good.

The foundation's performance analysis through the BSC approach can be used as a comprehensive evaluation that will provide an explanation if the results of the four perspectives show the composite index numbers included in the good or not good category, so that the ASRI Foundation can improve its performance in achieving its goals according to the organization's vision and mission in the future.

LITERATURE REVIEW

Performance is about doing work and the achieved results from the work Wibowo (2008,p. 7). According to Yasa (2016,p. 128) each basis used to compare a performance is called a standard. Measuring organizational performance is controlling strategy. Strategy will maximize comprehensive advantages and minimize competitive limitations (Hunger and Wheelen, 2014, p. 16).

In traditional management, a financial statement is usually used to measure the organization performance because it is easy to measure (Zainal et al, 2014,p. 50). The Balanced Scorecard (BSC) helps managers formulate organizational strategies and how to measure performance. BSC consists of four perspectives from financial and non-financial (Kopecka, 2015, p. 59). BSC is a translation of strategy into action (Kaplan and Norton, 1996: 36), which consists of four perspectives namely financial perspective, customer perspective, internal business process perspective and learning and growth perspective. According to Mulyadi (2001,p. 11-15) the advantages of the BSC approach in strategic planning are being able to produce strategic plans that have comprehensive, coherent, balanced, and measurable characteristics.

According to Koetler (2012, p. 284) five dimensions of service quality that must be fulfilled are physical evidence (tangibles), empathy, reliability, responsiveness and assurance. The dimensions that determine employee job satisfaction by Robbins and Judge (2015,p. 181-182) include mentally challenged job, appropriate reward (compensation), supportive working conditions, supportive coworkers, and compatibility of personality with work. According to Gurd and Gao's (2008, p. 18) researched in healthcare organizations, for nonprofit and government providers, perspective of patient needs must be more central to the BSC.

RESEARCH METHOD

This research is a case study conducted to determine the BSC-based performance assessment over a 5-year period, from 2014 to 2018 at the ASRI Foundation in Sukadana, North Kayong District, West Kalimantan. Performance analysis from a patient perspective is measured based on the level of growth in patient visits and the level of patient satisfaction, the perspective of

internal business processes is measured using the percentage of realization of eco-discount and cashless payment schemes for health services. The financial perspective is measured using financial performance ratios namely current ratio, debt ratio, FAT ratio, and ROA ratio. While learning and growth perspective is measured based on the level of employee retention and the level of employee satisfaction.

Data collection for this study uses qualitative data, which is a general description of the foundation. Quantitative data are secondary data from the audited annual financial statements from 2014 to 2018, data on the number of patient visits during the period 2014 to 2018, and data on realization of eco-discount giving and cashless payment schemes for health services from 2014 to 2018. The primary data obtained is the result of distributing questionnaires to patients totaling 100 respondents to determine the level of patient satisfaction and to 61 employees to find out the level of employee satisfaction, as well as the results of interviews in depth interviews with key respondents to find out the overall scoring of performance values, showed in Table 1.

Table 1 Total Value of Financial Perspective, Customer Perspective (Patient), Internal Business Process Perspective, Learning and Growth Perspective

Number	Performance Interval Value (Percent)	Performance Value	Note
1	25 – 43.75	D	Not good
2	43.76 – 62.50	C	Poor
3	62.51 – 81.25	B	Good
4	81.26 - 100	A	Very Good

Source: Ministry of Administrative Bureaucratic Reform of the Republic of Indonesia, 2005

RESULTS AND DISCUSSIONS

Performance of Customer Perspectives

Here, customer perspective is identified as the patients visiting the clinic at ASRI. The results of the calculation of the patient visits level to ASRI clinic from 2016 to 2018 have increased from year to year. This increase was due to the physical facilities at the ASRI Foundation which were completed in October 2016, which were previously only rented buildings. Spacious and adequate clinical facilities increase the capacity of services in the clinic to provide services to patients. When seen from the number of health service discounts to patients and cashless payments, it increased from 7.14 percent in 2015 to 14.93 percent (2016) and 16.93 percent (2017), or the 5-year growth average (2014 - 2018) by 6.29 percent.

The level of clinical patient satisfaction at the ASRI Foundation was obtained by distributing questionnaires to 100 patient respondents using the incidental method. For the reliability dimension as measured by service indicators and hospitality from employee's indicators from employees to patients, the highest positive statement was 4.49. The responsiveness dimension is measured by responding to the needs of the patient and completion of the administration of the patient gets a positive statement of 4.44. Dimensions of direct evidence measured by indicators waiting room facilities, hours/ day clinical services and payment facilities obtained a positive statement of 4.37. While the assurance dimension is measured by the patient being given the right medicine and timely service to get the second lowest positive statement of 4.33. And the last dimension of empathy measured by indicators of good communication with patients received the lowest positive response of 4.32. Based on the results of the questionnaire distributed, the average level of overall patient satisfaction was 4.39 or 87.8 percent. From the results of these calculations it can be concluded that the Level of Clinical Patient Satisfaction at ASRI Foundation is in a very satisfied or very good condition.

Performance of the Internal Business Process Perspective

The ASRI Foundation preserves tropical rainforests by integrating reforestation activities and health services into an inseparable part. This success is related to the collaboration of all divisions in all organizations. The clinic provides healthcare, where patients pay for services tree seedlings. Tree seedlings received are used for reforestation activities in traditional zones, utilization zones and rehabilitation zones in around GPNP area. Public awareness increased is inseparable from the role of socialization and education from planetary health education and ASRI's forest guardians. The ASRI Foundation's hard work in preserving the tropical rainforests will be evident from the community feedback in protecting their sub-villages from deforestation activities, therefore the community getting health service discounts.

The percentage rate of eco-discount based on indicators of deforestation in each sub-village to communities around TNGP and cashless payments for health services, showed an increase from year to year starting in 2014 by 5.25 percent to 2017 by 16.93 percent. This shows that internal business processes within the ASRI Foundation have increased significantly. Increased budget (donations / grants) are well absorbed, shown by internal business processes that increase from year to year. In 2018, the percentage growth rate decreased by 4.15 percent, from 16.93 percent in 2017 decreasing to 12.77 percent in 2018. This decrease was due to increased payment facilities at the ASRI Foundation, namely the BPJS Kesehatan. Likewise, this number does not show a decrease in internal business processes at the ASRI Foundation but it still shows an increase. Where cashless payments in

2017 amounted to Rp. 62,543,500 increased to Rp. 100,520,000 in 2018 or 61 percent. The average annual growth of discounts on health services and cashless payments at the ASRI Foundation for 5 years (2014 - 2018) was 6.29. percent. This figure shows a positive value that the internal business processes at ASRI Foundation are experiencing positive growth (increasing) from year to year.

Performance from Financial Perspective

The ability of the foundation to pay its obligations is increasing from year to year, starting from 2014 to 2016. In 2017 and 2018 the current ratio is quite high, indicating the amount of remaining cash and cash equivalents from incoming donation/ grants is in excess of current liabilities. A high current ratio shows the ability of the foundation in fulfilling its obligations, giving trust to suppliers of goods and services. However, on the other hand, the magnitude of the current ratio indicates that there may be obstacles in managing the program / activity budget at the foundation. The average value of the debt ratio obtained by the ASRI Foundation from 2014 to 2018 was 0.1 (10.19 percent), which means that equity came from the foundation's assets. Debt ratio is good, which is relatively safe because the amount of debt is smaller than the amount of capital.

Measuring the ratio of activities using a fixed asset turn over (FAT) ratio, which is measuring the level of efficiency of the use of funds in the foundation. In 2014 and 2015, the FAT ratio was greater than 1, namely 1.3 and 1.1, which means the foundation's income from donations and grants was quite high by maximizing existing assets. The ROA value in 2014 showed a negative value due to operating expenses were greater than the foundation's income, resulting in a deficit. Likewise, in 2016 the value of ROA was negative, in line with the value of the low FAT ratio due to larger operational expenses for the construction of clinics and foundation offices. The ability of the foundation to produce the rest of business results is shown in 2015 and 2018 with ROA values of 6.46 percent and 11.63 percent respectively. However, if seen from the ASRI Foundation's ROA value for 5 consecutive years from 2014 to 2018, it showed a good and positive value of 2.96 percent, this shows the ability of the foundation in managing assets to provide a number of the rest of business results.

Performance from the Learning and Growth Perspective

ASRI Foundation's employee retention rate has changed dynamically from year to year. In 2015 the number of employees who came out was 2 people, in 2016 there were 5 people, in 2017 there were 6 people and in 2018 there were 3 people. This fluctuating change in employees is caused by the big number of workers, so that the dynamics of employees who have finished

working contracts are quite numerous throughout the year. However, in 2015 no employees left, this shows the ASRI Foundation was able to retain employees properly. From the results of the questionnaire distributed to employees, the dimension of mental condition was measured by the pride of work in ASRI getting the highest positive response at 4.36. The dimensions of work suitability in person are measured by personal job satisfaction and work assignments (jobdesk) get a positive response of 4.02. Dimensions of working conditions are measured by accommodation needs, employee desires and work motivation to get a positive response of 3.79. Whereas the dimensions of coworkers are measured by consensus decision and easy access to information to get a low positive response of 3.27. The dimensions of compensation are measured by skills training, sensitivity to employee talent, and awards for employees who excel get the lowest positive response at 3.25. Based on the results of the questionnaire distributed, the average level of overall employee satisfaction was 3.4 or 74.75 percent. Of this result can be concluded that the level of employee satisfaction at the ASRI Foundation is in a satisfied or good condition.

Total Performance of the Four Perspectives

Table 2 The Results of ASRI Foundation Composite Index Calculation (CI)

No	Perspective	Score	Performance (%)	Composite Index (%)
1	Customer (Patient satisfaction)	40%	87.7	35.08
2	Internal Business Processes (Ecodiscount and cashless payments)	10%	6.29	0.63
3	Finance (ROA ratio)	10%	2.96	0,30
4	Learning and Growth (Employee satisfaction)	40%	74.75	29.90
Composite Index		100%		65.91

Based on Table 2, the composite index results for the patient perspective of 35.08 percent, internal business process perspective of 0.63 percent, financial perspective of 0.30 percent and a learning and growth perspective of 29.90 percent. Thus, the composite index number from the four perspectives is 65.91 percent. If measured by the scale of Ministry of Administrative Bureaucratic Reform of the Republic of Indonesia, the ASRI Foundation's performance score is in the good category because it is at an interval of 62.51 - 81.26 percent (see Table 1).

MANAGERIAL IMPLICATIONS

Based on the analysis of patient perspectives measured using five dimensions, namely direct evidence, reliability, responsiveness, assurance and empathy. Generally, performance from the patient's perspective shows the performance with the category of very good or very satisfied. The result of performance analysis of the internal business process perspective at the ASRI Foundation for 5 years (2014 - 2018) is 6.29 percent. This figure shows a positive value that the internal business processes at ASRI Foundation continue to experience positive growth (increasing) from year to year.

The results of the analysis from a financial perspective can be seen from the financial performance ratios. The current ratio, debt ratio, FAT ratio and ROA ratio at the ASRI Foundation from 2014 until 2018 are generally good. Each of the average financial ratios measured over five years produces a positive number that indicates growth. The results of the analysis from the perspective of growth and learning measured using 5 dimensions namely compensation (reward), supportive working conditions, personal suitability, supportive coworkers, and mentally challenged job. Overall performance from a growth and learning perspective shows performance in the good or satisfied category.

The results of the comprehensive performance analysis are a combination of the four performance perspectives, namely the patient perspective, internal business process perspective, financial perspective and growth and learning perspective through scoring each perspective. The comprehensive performance of the ASRI Foundation is in good with the value of the composite index is 65.91 percent.

CONCLUSION

The author suggests to the foundation management team that performance from a patient's perspective can be improved through the time aspect of health care; the handling of patients from the registration room to taking of drugs at the pharmacy has the right time standard. In terms of employee empathy for patient needs including clear answers and good responses to patients still need to be improved, so that patient satisfaction is also increasing. From the perspective of internal business processes, it is recommended to management to increase socialization and education to the communities about health service discount programs based on deforestation rates in each subvillages around the GPNP area, so that the level of health service discounts increases in the future.

From a financial perspective (FAT ratio), it is recommended to the foundation's management to maximize the value of the foundation's assets that have increased from 2017 to 2018, which will generate high revenues as well as to support the sustainability of the

foundation's operational activities. Viewed from the perspective of growth and learning it is recommended to management to improve skills training for employees who excel, responsiveness to the talents and expertise of employees in the field of work and give rewards to employees who excel, thereby further increasing employee satisfaction.

This study only defines the it's results without providing a strategic management solution that to be implemented. For further studies, it can be added by using quadrant analysis or Importance Performance Analysis (IPA). Future research that wants to analyze the performance of the foundation based on Balance Scorecard, shout could study on foundations that rare engaged in other civil society empowerment, It is not limited to the filed of social environment and health, because research results may differ according to existing case studies. On the other side, the research variable for the perspective of internal business process uses only 2 components, namely the number of ecodiscount and cashless payments for healthcare. The further research could add other variables as the programs that support operational activities at the ASFI foundation are quite complex and dynamic every year.

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