

COMPANY PERFORMANCE ANALYSIS WITH BALANCE SCORECARD APPROACH TO NOVOTEL BUKITTINGGI

¹Taufik Firdaus, ²Syukri Lukman

¹ Students of Master of Management Faculty of Economics, University of Andalas
Email : taufikfirdauuss@gmail.com

² Lecturer Master of Management Faculty of Economics, University of Andalas
Email : cuwy52@gmail.com

Abstract: *This research is an explanatory research using descriptive qualitative to determine the performance of companies by processing data using Balance Scorecard. Balance Scorecard is viewed from a financial perspective (perspective), internal business process perspective (internal perspective), customer perspective (customer perspective) and growth and learning perspective (learning and growth perspective).*

Key Words: *Balance Scorecard (Financial Perspective, Internal Business Process Perspective, Customer Perspective and Growth and Learning Perspective).*

1. INTRODUCTION:

The development of information technology that rapidly changes the pattern of competition in the business world from the industrial age to the information age. Many companies that use information technology as one of the weapons to face increasingly competitive competition. The hospitality industry is a global and "mature" industry, so it is faced with very strong competition. To get a competitive advantage, each company is required to be able to satisfy its customers. The company strives to improve service quality through continuous customer satisfaction. In the past organizational attention to the performance of a company based solely on a financial perspective as a measure of the success of management performance and ignoring other aspects of non-financial performance turned out to lead management to be oriented towards short-term interests only.

During this globalization era, the measurement of company performance does not only use a financial perspective that describes past performance, but also requires a measure of driving performance in the future. That is, by creating value through investments invested in customers, suppliers, workers, technology and innovation.

Balanced scorecard is a management system, measurement, control that is fast, precise and comprehensive can provide understanding to managers about business performance. The performance measurement views business units from four perspectives, namely financial, customer, business processes within the company, as well as learning and growth processes. Through these four perspectives in the balanced scorecard, companies can achieve company goals both short and long term.

Currently, the employee performance appraisal system implemented by Novotel is a work evaluation form. The performance appraisal form only assesses aspects of work, work attitudes and work skills. However, this scoring system is still subjective, where employers can judge the work of each employee based on likes and dislike because there is no clear indicator of performance appraisal. Performance appraisal is said to be ideal if it has practical criteria, clarity of standards and objective criteria (Nurmianto, 2006).

Novotel, which is engaged in hospitality, needs to conduct performance appraisal using a financial perspective, a customer perspective and an internal business process perspective. While the growth and learning perspective is still controlled by the parent company (Accor Hotels). Therefore, the authors are interested in discussing more about the measurement of company performance using Balance scorecard analysis in scientific writing entitled "COMPANY PERFORMANCE ANALYSIS WITH BALANCE SCORECARD APPROACH TO NOVOTEL BUKITTINGGI"

Formulation of the problem, In this study, the formulation of the problem to be discussed by the author is as follows:
1. How is the company's performance seen from a financial perspective? 2. How is the company's performance seen from a customer perspective (customer perspective)? 3. How is the company's performance seen from the perspective of an internal business process? 4. How is the company's performance seen from a growth and learning perspective?

Research Purposes, 1. To find out the company's performance seen from a financial perspective (financial perspective). 2. To find out the company's performance seen from a customer perspective (customer perspective). 3. To find out the company's performance seen from the perspective of internal business processes (internal perspective). 4. To find out perusahaan performance seen from the perspective of growth and learning (learning and growth perspective).

Benefits of research, 1. For Novotel, it is hoped that this research can provide input to improve performance for the

future. 2. For academics, this research can be a reference and information comparison material for the study of topics and add insight into science, especially performance measurement with the Balanced Scorecard method, and references can be used for future research. 3. For writers to be able to understand and explore performance measurement with the Balance scorecard method and meet the requirements to complete.

2. LITERATURE REVIEW :

Performance assessment has the main objective to motivate employees to achieve organizational goals and in adhering to predetermined standards of behavior so as to produce the desired action and results. Behavioral standards can be in the form of management policies or formal plans as outlined in the budget. Performance assessment is utilized by management for (Mulyadi and Setyawan, 2010): a. Manage organization operations effectively and efficiently through maximum employee motivation. b. Helping decision making concerned with employees such as: promotion, transfer and termination c. Identify employee training and development needs and to provide selection and evaluation criteria for employee training programs. d. Provide feedback for employees about how their supervisors assess their performance. e. Provides a basis for the distribution of awards.

Balance scorecard, Balance scorecard is a management concept that was first put forward by Rober S. Kaplan who served as an academic consultant in a study led by David P. Norton. The results of this study are summarized in an article "The Balance scorecard - Measures That Drive Performance" published by Harvard Business Review (January - February 1992). This research was motivated by the awareness that performance measurement, especially financial performance at that time was not able to help companies to create future economic value or even compete in the 21st century. Therefore a measure of performance is needed that is able to answer challenges to achieve success in the future . This concept introduces a system of measuring company performance by using criteria which are the elaboration of the company's vision and strategy which are classified into four different perspectives, namely, financial perspective, customer perspective, internal business process perspective, and learning and growth perspective. These four perspectives offer a balance between short and long term goals, desired outcomes, with work drives (performance drives) from these results, and hard measures and a softer benchmark. and subjectif (software more effective measurement).

Performance Measurement with Balance Scorecard, The measurement system applied by the company has a very large impact on human behavior inside and outside the organization. To succeed and grow in the information age competition, companies must use measurement and management systems that are derived from the strategies and capabilities of the company. The measurement of company performance carried out by management has certain objectives, such as those stated by Mulyadi:

1. Determine the contribution of a part of the company to the organization as a whole
2. Provide a basis for evaluating the quality of performance of each manager
3. Motivating managers to consistently carry out their duties in accordance with the company's main objectives

Perspective of Balance Scorecard

Financial perspectives are the focus of objectives in all other Balance Scorecard perspectives. Financial goals may be very different for each stage of the business life cycle. Robert S. Kaplan and David P. Norton identify three stages in the business life cycle, namely as follows:

1. Growth At this stage the company is at the beginning of the life cycle where the company produces products and services that have good growth potential. The overall financial goals of the company in the growth phase are the percentage growth rates of revenue, and sales growth rates in various target markets, customer groups and regions. 2. Sustain

At this stage the company is still investing and reinvesting by hinting at a good rate of return. The financial objectives at this stage are related to profitability expressed using measures that are associated with accounting profits such as profit and gross margin. 3. Harvest (harves)

At this stage the company will reach the stage of maturity in its life cycle, the stage where the company wants to reap the investment made in the previous two stages. The financial objectives of this stage are operating cash flow and savings on various working capital needs.

Thus it is clear that the financial objectives at each stage are very different. The company together with the unit must be able to build a financial strategy that is felt to be most appropriate for each stage of the business being traversed. All objectives and sizes that exist in other balance scorecard perspectives, must be related to achieving various objectives in a financial perspective.

Internal Business Process Perspective, Here, management identifies critical internal business processes that must be favored by the company. In a balance scorecard, this perspective allows managers to know how well their business is

running and whether their products or services are in accordance with customer specifications. Kaplan and Norton divide the value chain of internal business processes into three categories, namely:

1. Innovation
2. Operation
3. After Sales Service This stage is the last stage of the internal chain value.

Learning and Growth Perspectives, The size of learning perspectives and growth in the balance scorecard allows three other perspectives. In essence, they are the cornerstone of the entire home balance scorecard built. Like other perspectives in the balance scorecard, we expect a mix of core outcome measures and performance controls to represent learning and growth perspectives.

According to Kaplan and Norton there are three main categories in the learning and growth perspective, namely:

- **Work Capability There are three measurements in setting worker goals, namely:**
 - a. Employee Satisfaction Measures of worker satisfaction can be seen through routine surveys conducted by companies. As for the points that can be emphasized in decision making, appreciation for good work, adequate access to information needed, and the level of support from staff functions.
 - b. Employee Retention Employee retention aims to maintain the best workers for a long time. The measurement is seen from the percentage of workers who occupy strategic positions or positions.
 - c. Worker Productivity It is a measurement of results, the overall impact of efforts to increase morale and worker expertise, innovation, internal processes, and customer satisfaction. This measurement aims to compare the output of workers with the number of workers deployed to produce the output.
- **Information System Capability.** To achieve broad goals in customer goals and internal business processes not only needed motivation and expertise of workers but also required related information about customers, internal processes and the consequences of the company's final decision. Therefore, an adequate information system is needed, so that the needs of management and employees for accurate and timely information can be fulfilled properly.
- **Motivation, Empowerment, and Harmony**
 The presence of motivated workers, and those that are motivated can be measured in several ways. A simple, and widely used measure, is the amount that is given to each worker. This measure measures the participation of workers in improving the performance of the company. This measure can be strengthened again with a complete, number of suggestions used to assess the quality of the suggestions submitted, and also communicate to workers that their suggestions are valued and truly taken care of.

The Framework for Thinking, Robert Kaplan and Norton, in 2000 issued a performance measurement method using the balanced scorecard approach, which not only emphasized financial perspectives, but also considered four perspectives, namely: financial, customer, internal business processes and learning and growth perspectives. Based on the description above, it can be described in the form of the research framework as follows:

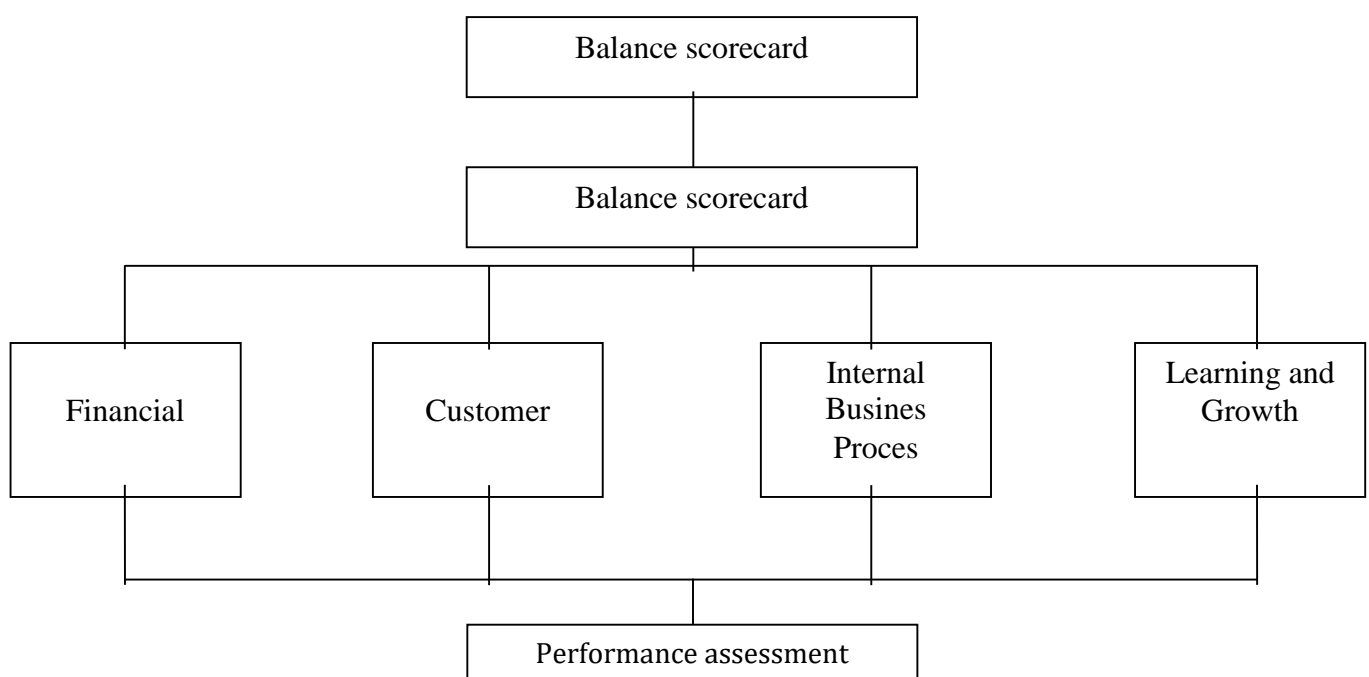


Figure 2.1 Thinking Framework

3. METHODS :

The method used is descriptive method. Descriptive method is a method in examining the status of a group of humans, an object, a set of conditions, a system of thought, or a class of events in the present.

Object of research, The company that will be investigated by the author using the Balance Score card method is Novotel, located in Bukittinggi, the company is engaged in hospitality.

Data collection technique. The data used by the authors in conducting this research are:

a. Primary data Primary data is data obtained by researchers by meeting directly with the company. The author also distributes questionnaires about performance satisfaction to employees and customers to obtain data for the completion of this study.

b. Secondary Data Secondary data is data that has been processed by the company and received from the company. Secondary data obtained by the author, are:

1. Company profile

2. Financial statements for 2016 - 2018 consisting of balance sheets and income statement

Data Analysis. The analysis used by the authors in this study are:

1. In the financial perspective, it will be analyzed based on the company's financial statements ratio of liquidity seen from the Current Ratio and Quick Ratio, Solvability seen from Total Debt to Asset and Total Debt to Equity, and Profitability.
2. In the customer's perspective, it will be analyzed regarding market share, number of customers and customer satisfaction by distributing questionnaires to Novotel customers.
3. In the perspective of internal business processes, it will be analyzed regarding this process of innovation, operations and after-sales processes.
4. In the perspective of learning and growth, it will be analyzed regarding employee satisfaction by distributing questionnaires to Novotel employees.

4. ANALYSIS :

Financial Perspective Performance Assessment. The financial performance benchmark shows whether the strategy, implementation and execution of a business unit or business unit contributes to profit improvement or not. The performance of NOVOTEL BUKITTINGGI West Sumatra from a financial perspective was assessed from ratio analysis, namely Liquidity seen from Current Ratio and Quick Ratio, Solvability seen from Total Debt to Asset and Total Debt to Equity, and Profitability. The description of each ratio is as follows:

Liquidity

Current Ratio

The liquidity ratio achieved "NOVOTEL BUKITTINGGI" seen from the current ratio experienced fluctuations where in 2016 amounted to 105.45% meaning short-term liabilities of Rp 1, - guaranteed by current assets of Rp 1.05. In 2017 it decreased by 0.45% to 105%, meaning short-term liabilities of Rp. 1, - guaranteed by current assets of Rp. 1.05. and 2018 increased by 5.46% to 110.46%, meaning short-term liabilities of Rp. 1, - guaranteed by current assets of Rp. 1.10 each, financial perspective assessment viewed from the current ratio can be seen in table 4.1. as follows :

Table 4.1
Current ratio 2016 - 2018

Year	Current Ratio	Standard History Ratio	Results
2016	105.45%	103.94% - 110%	Good
2017	105%	103.94% - 110%	Good
2018	110.46%	103.94% - 110%	Very Good
Rata-rata ratio		106.97%	
S		3.03 %	
X - S		103.94 %	
X + S		110 %	

Source: 2019 Financial Report

Quick Ratio

The quick ratio generated in 2016 amounted to 102.19%, where short-term liabilities amounted to Rp. 1, - guaranteed by current assets other than inventories of Rp. 1.02. In 2017 the quick ratio results decreased by 0.46% to 101.63%, meaning short-term liabilities of Rp. 1, - guaranteed by current assets other than inventories of Rp. 1.01. But in 2018, the quick ratio again increased by 5.34%, to 107%, meaning short-term liabilities of Rp. 1, - guaranteed by

current assets other than inventories of Rp. 1.07. The financial perspective assessment viewed from the quick ratio can be seen in table 4.2. as follows :

Table 4.2
Quick Ratio 2016 - 2018

Year	Quick Ratio	Standard History Ratio	Results
2016	102.19 %	100.79 % - 106.43 %	Good
2017	101.63 %	100.79 % - 106.43 %	Good
2018	107%	100.79 % - 106.43 %	Very Good
Rata-rata ratio		103.61 %	
S		2,82 %	
X - S		100.79 %	
X + S		106.43 %	

Source: 2019 Financial Report

Solvabilitas

Total Asset Debt to Asset

The total assets to total debt in 2016 of 52.53% means that every debt is Rp. 1, guaranteed by assets of Rp. 0.52. in 2017 it increased by 0.47% to 53% meaning that every debt was Rp. 1, - guaranteed by assets of Rp. 0.53. in 2018 it increased by 1% to 54%, meaning that every debt was Rp. 1, guaranteed by assets of Rp. 0.54. The financial perspective assessment of Total Debt to Total Asset of Novetel Bukittinggi can be seen in table 4.3. the following :

Table 4.3
Total Asset Debt to Asset 2016 – 2018

Year	Total Debt to Asset	Standard History Ratio	Results
2016	52.53%	52.69 % - 53.57 %	Quite Good
2017	53%	52.69 % - 53.57 %	Good
2018	54%	52.69 % - 53.57 %	Very Good
Rata-rata ratio		53.18 %	
S		0.49 %	
X - S		52.69 %	
X + S		53.57 %	

Source: 2019 Financial Report

Total Equity to Total Debt

Total Equity to Total Debt in 2016 of 106.32% means that the capital of Rp. 1.06 guarantees a debt of Rp. 1, -. In 2017, it decreased to 103.34%, meaning debt of Rp. 1, - guaranteed by assets in 2017 of Rp. 1.03. And again increasing in 2018 to 105.75% means debt of Rp. 1, guaranteed by assets in 2010 of Rp. 1.05. The financial perspective assessment of Total Equity to Total Debt "Intangible in the Sky" Bali can be seen in table 4.4. the following :

Tabel 4.4
Total Asset Debt to Equity 2016 – 2018

Year	Total Debt to Equity	Standard History Ratio	Results
2016	106.32%	103.56 % - 106.72 %	Good
2017	103.34%	103.56 % - 106.72 %	Quite Good
2018	105.75%	103.56 % - 106.72 %	Good
Rata-rata ratio		105.14 %	
S		1.58 %	
X - S		103.56 %	
X + S		106.72 %	

Source: 2019 Financial Report

Profitability

The profitability ratio in 2016 amounted to 31.24%, meaning that with capital of Rp. 1, resulting in a net profit after tax of Rp. 0.31. In 2017 the profitability ratio decreased to 26.45%, meaning that with a capital of Rp. 1, - resulting in net profit after tax of Rp. 0.26. And in 2018 it increased to 28.89%, meaning capital of Rp. 1, resulting in net income

after tax of Rp. 0.28. The financial perspective assessment of Profitability Novotel Bukittinggi can be seen in table 4.6. the following :

Tabel 4.5
Profitability 2016 – 2018

Year	Total Debt to Asset	Standard History Ratio	Results
2016	31.24%	-4.04 % - 61.76 %	Baik
2017	26.45%	-4.04 % - 61.76 %	Baik
2018	28.89%	-4.04 % - 61.76 %	Baik
Rata-rata ratio		28.86 %	
S		32.90	
X – S		-4.04 %	
X + S		61.76 %	

Source: 2019 Financial Report

Customer Satisfaction Perspective Performance Assessment

According to Sugiyono (2014) descriptive statistics are statistics used to analyze data by describing or describing data that has been collected as it is without intending to make conclusions that apply to the general / generalization. In this study descriptive analysis is as follows:

Table 4.7
Descriptive Analysis of Customer Satisfaction

Number	Statement	Mean	TCR	Results
Tangible				
1	Novotel Bukittinggi has a complete, comfortable, clean and well-appointed interior.	3.83	76.6	Good
2	Novotel Bukittinggi has complete facilities such as swimming pools, fitness, conventions and spas and Food and Beverage outlets.	3.83	76.6	Good
3	Novotel Bukittinggi has employees who look neat, clean and attractive.	3.97	79.4	Good
4	The Novotel Bukittinggi brochure provides clear information.	3.83	76.6	Good
Reliability				
5	Hotel employees provide maximum service.	3.73	76.6	Good
6	Willingness and honesty of hotel employees in serving customers.	3.86	77.2	Good
7	The procedure for managing room reservations / events and other transactions is accurate, fast and precise.	3.86	77.2	Good
Responsiveness				
8	Hotel employees respond responsibly to customer questions.	4.17	83.4	Very Good
9	Hotel employees handle problems or complaints that customers experience appropriately.	3.83	76.6	Good
10	Hotel employees provide the information that customers need right.	4.20	84	Very Good
11	Hotel employees respond to customer requests accurately and quickly.	3.93	69.6	Good
Assurance				
12	Hotel employees are able to convince customers of hotel security.	3.93	78.6	Good
13	Novotel Bukittinggi has employees who are competent and professional in serving customers.	3.87	77.4	Good
14	Hotel employees give trust to customers to deal with problems faced by customers.	3.83	76.6	Good
Emphaty				
				Good

15	Hotel employees are able to establish good relationships with customers.	3.90	78	Good
16	Hotel employees are able to communicate well.	3.90	78	Good
17	Hotel employees are able to serve customers attentively.	3.87	77.4	Good
18	Hotel employees understand customer needs	3.93	78.6	Good
	Average	3.92	78.4	Good

Source: data processed, questionnaire, 2019

Based on the 18 statements about the Balanced Scorecard in terms of customer satisfaction, the average performance of the hotel is good because the respondents responded well to Novotel Bukittinggi, because the mean value was 78.4%.

Internal Business Perspective Performance Assessment, in providing services to guests, Novotel Bukittinggi Hotel applies a standard of time in each service process. All services provided to meet the needs of guests who are available at Novotel Bukittinggi are given a standard completion time of no more than 5 minutes. Whereas if the needs of guests need a cooking process such as a food, then it takes more time, but the standard completion time is not more than 30 minutes. Service time is flexible, depending on the type of guest needs.

This perspective assessment can also be seen from restaurants and bars that have implemented an online system to process all transactions that occur in Bukittinggi Novotel such as processing guest bills while they are transacting in the Novotel Bukittinggi area. This system is already functioning as it should be, so checking bills to each outlet is no longer needed. If the fulfillment of the guests needs exceeds the specified standard time, the guest has the right to receive certain compensation.

Through interviews conducted with the management of "Novotel Bukittinggi and see the results of the questionnaire on customer satisfaction, where the guest answers show that guests are very satisfied with the services provided. From these results it is known that manufacturing cycle efficiency (MCE) is equal to one. This means that the service received by the customer never exceeds the predetermined time standard, with the quality of service in accordance with the standards of "Novotel Bukittinggi.

Performance Assessment of Learning and Growth Perspectives, According to Sugiyono (2014) descriptive statistics are statistics used to analyze data by describing or describing data that has been collected as it is without intending to make conclusions that apply to the general / generalization. In this study descriptive analysis is as follows:

Table 4.7
Performance Assessment of Learning and Growth Perspectives

Number	Statement	Mean	TCR	Results
	Your role			
1	You understand work responsibilities.	3.97	79.4	Good
2	You participate in decision making.	3.87	77.4	Good
3	You are proud of your position	3.97	74.4	Good
4	You are proud of being a Novotel Bukittinggi employee	4.03	80.6	Very Good
5	You have a strong will to advance the company.	3.80	86	Good
	Environment and Work Facilities			
6	The physical condition of the workspace is adequate	3.80	86	Good
7	Availability and completeness of work facilities and infrastructure.	3.97	79.4	Good
8	Availability and readiness of work safety equipment is adequate.	3.80	76	Good
	Supervision and Work Relationships			
9	The Board of Directors, the Bukittinggi City Supervision and Government Agency support the activities of the Employee Union.	3.73	74.6	Good
10	The leader gives high trust to your main tasks and functions.	3.83	76.6	Good
11	Relationship service and outside service with co-workers or subordinates goes well.	3.87	77.4	Good
12	Easy and intense communication with your boss / leader.	4.13	82.6	Very Good
13	Provision of sanctions and awards is carried out fairly and transparently in accordance with the provisions.	3.83	76	Good
	Career Opportunities and Improvements			

14	Management runs a system and rules for employee career improvement.	4.17	83.4	Very Good
15	Placement of employees in a position in accordance with the classification of work performance.	3.93	78.6	Good
16	Management provides opportunities that are transparent and transparent and occupy a position according to classification and achievement.	3.93	78.6	Good
17	The general section provides personnel services well.	3.87	77.4	Good
Salaries and allowances				
18	Management implements a system and rules for giving salary / benefits.	3.83	76.6	Good
19	The amount of salary and benefits received is in accordance with the duties and the amount of responsibility	3.90	78	Good
20	The amount of salary and benefits received is comparable to other similar companies (for example hotels of the same type).	3.90	78	Good
21	Management provides health benefits and old-age benefits (pensions).	3.87	75.4	Good
22	Management establishes systems and rules for education and training.	3.93	78.6	Good
23	Supervision of employee training has been in accordance with the qualifications.	3.87	75.4	Good
24	Management provides fair and transparent opportunities to participate in education and training for all employees.	3.87	75.4	Good
25	Employees who have participated in the training have been placed in positions that match their expertise.	3.93	78.6	Good
Average		3.90	78	Good

Source: data processed, questionnaire, 2019

Based on the 25 statements about the Balanced Scorecard in terms of employee satisfaction the average performance of the hotel is good because the respondents responded well to Novotel Bukittinggi this because the mean value was 78%.

5. CONCLUSION:

Based on the results of the research and discussion in this study the conclusions are as follows:

- Financial perspective, Based on financial statements about the Balanced Scorecard in terms of liquidity, solvency and profitability, the average performance of the company is good for Novotel Bukittinggi.
- Customer perspective, Based on the 18 answers about the Balanced Scorecard in terms of customer satisfaction, the average performance of the hotel is good because the respondents responded well to Novotel Bukittinggi, because the mean value was 78.4%.
- Internal Business Process Perspective, Through interviews conducted with management "Novotel Bukittinggi and see the results of the questionnaire regarding customer satisfaction, where the guest answers show that guests are very satisfied with the services provided. The efficiency of the manufacturing cycle (MCE) is equal to one. This means that the service received by the customer does not exceed the predetermined time standard, with the quality of service in accordance with the standard "Novotel Bukittinggi.
- Customer perspective, Based on the 25 responses about the Balanced Scorecard in terms of employee satisfaction, the average hotel is good because the respondents answered well to Novotel Bukittinggi, because the mean was 78%.

6. SUGGESTIONS: to be maintained in the performance of Novotel Bukittinggi are found in the customer's perspective and internal business process perspective, namely:

- From the perspective of customer satisfaction, companies should optimize their services to guests, including guarantees that all the benefits are obtained by guests, as well as a responsive waiter / waitress in serving guests in restaurants and bars. Security in the bar must be increased so that there is no chaos that will make guests feel uncomfortable. If guests feel satisfied, it will cause repetition of purchases and increase sales in Novotel Bukittinggi. Indirectly, this will also affect the financial performance of Novotel Bukittinggi in addition to customers which is very important for the survival of the company.
- From the perspective of internal business processes, companies should continue to innovate in terms of meeting customer needs and recognize the prices of targeted products and services. Innovations that can be done, for

example, provide special prices for restaurant guests who intend to go to the bar, and give the invitation bar to restaurant guests. And also improve the efficiency of service time for guest needs, namely by carrying out tasks in accordance with the standard time set.

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