



Balance Scorecard in Construction Services Companies

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Abstract

This research aims to find strategies to improve company performance and analyze strategies that PT Adhi Persada Gedung (APG) can use to enhance company performance. This is a qualitative research approach. Analysed use triangulation. The location of this research was carried out at a contractor company in Jakarta. This research uses free guided interview techniques. The informants for this research were six informants from financial perspectives, internal business processes, customers, and learning & growth, and six informants from customer perspectives (supporters). The research results show that PT Adhi Persada Gedung (APG) is trying to improve company performance by paying attention to revenue, employee performance, and customer satisfaction. PT APG is highly aware of financial asset management, customer satisfaction, and efficiency in internal processes. The strategies to improve company performance include increased revenue, customer care, emphasis on competitive prices, and employee performance. With an integrated approach, PT APG can achieve sustainable growth and remain competitive in the construction industry.

Keywords: *Performance Assessment; Construction Services; Balanced Scorecard*

Introduction

Business competition is increasingly competitive with today's rapid technological developments, so companies must be able to keep up. Companies must achieve this from various aspects that support it, not only financially but all of which must always be related. Evaluation is needed to determine an organization's development by looking at its performance to monitor its activities periodically (Pebrianata & Putri, 2014).

In this increasingly advanced era, a company operating in the service sector must be able to define customer desires to achieve customer satisfaction with the services provided. It aims to ensure that the predetermined targets complete the company's performance. However, because service companies do not realize their product characteristics, it is challenging to determine standards for companies to perform well (Aryono, 2021).

Measuring a company's performance is very important for organizations to determine whether the strategy pursued by the company is successful or not. Most companies believe that their business is performing well by earning high profits. The company's performance is assessed as sound financially and

in non-financial aspects as a long-term achievement of the company's vision, mission, and strategy. Using financial indicators to measure company performance is dangerous and can cause strategic distortions (Hery, 2017).

Financial measures do not provide an accurate picture of the company's condition because they ignore things outside the economic side, such as the customer side, which is an essential focus for the company, and employees, both of whom are the company's driving wheels (Aryono, 2021).

Organizations and companies that carry out business activities cannot be separated from the surrounding environmental situation. Based on facts and correct strategic preparation, management needs it as a basis and framework for creating targets for its company. The company has a vision, strategic mission, targets, and key performance indicators to know how much the company has achieved. Therefore, an assessment of organizational performance is needed. The Balanced Scorecard (BSC) is an assessment sketch explained directly from the organization's/company's business plan. It must constantly be monitored because it can guide workers toward critical points for developing organizational success (Aryono, 2021).

Balanced Scorecard is a management system that allows companies to clarify their strategy, implement it, and generate helpful feedback. The Balanced Scorecard explains that business unit objectives are not only determined from a financial perspective but also describe how the business unit creates value for current customers in the future and how business owners need to improve their internal capabilities, including investing in human resources. Systems and procedures are required to achieve better performance in the future (Aryono, 2021).

According to Mulyadi in Purnawiranti and Retnani (2015), the advantage of the BSC method in a strategic planning system is that it can produce strategic plans with complete, coherent, balanced, and measurable characteristics. A Balanced Scorecard (BSC) is a management system that aims to measure business performance more comprehensively. The Balanced Scorecard was created to overcome the problem of weak performance measurement systems for leaders, which only focus on financial metrics and tend to ignore non-performance finances. The purpose of measuring the Balanced Scorecard comes from the company's vision and strategy, which is grouped into four dimensions, namely financial, customer, internal business processes, and learning and growth, which form the framework of the Balanced Scorecard (Firmansyah et al., 2022).

The first matrix in the BSC is the financial perspective. The result of worsening financial prospects for a company is that it becomes increasingly difficult to achieve its business goals if its financial position is in trouble. The second matrix in the BSC measures customer opinion. The customer perspective defines the customers and market segments in which the business unit will compete—reduced customer visibility results in businesses losing opportunities to gain profits from their customers. The third matrix in the BSC measures the perspective of internal business processes that provide value to customers and owners. The impact of this reduction in internal business processes is that the company's customers will switch to other construction services. The fourth matrix in the BSC learning and growth perspective identifies the capabilities the parent organization requires to generate sustainable growth and improvement. The impact of reduced learning and growth opportunities is to reduce employee productivity in mission units, which can lead to decreased business performance. The situation in business is that learning and growth opportunities cannot be recovered due to a lack of improved standards for measuring employee productivity in the workplace (Aryono, 2021).

A Balanced Scorecard (BSC) is needed to help organizations measure, manage, and improve their overall performance. Through a balanced and holistic approach, BSC helps organizations achieve lasting competitive advantage. The Balanced Scorecard (BSC) is a strategic performance management tool widely used by organizations to align business activities with the organization's vision and strategy, improve internal and external communications, and monitor organizational performance against strategic

goals. The Balanced Scorecard considers various aspects of the business, including financial perspectives, customers, internal processes, and learning and growth. This comprehensive approach helps assess organizational performance from multiple points of view rather than relying solely on financial metrics (Lumbanbatu, 2020).

Fitria and Ardiansyah (2019) relate that financial performance assessments only measure short-term performance and do not consider the intangible assets owned by the company. Because of this deficiency, performance measures that lead to consideration of financial and non-financial aspects are called balanced. In their research, Pratikno and Rahardjo (2020), examined business performance using the Balanced Scorecard (BSC) approach and strategies to improve business performance. Panudju et al. (2016) argue that the Balanced Scorecard (BSC) measures company performance, including finances, customers, internal business processes, and learning and development prospects. Saputra et al. (2022) have applied the Balanced Scorecard method to measure business performance, namely financial, customer, internal business processes, and learning and growth.

Construction is an activity that aims to build facilities and infrastructure, resulting in a building or construction attached to the land where it is located, whether used as a residence or as a means of activity. A construction services company is one of the business units or companies related to the construction sector. The large number of infrastructure development projects carried out by the Indonesian government has led to the emergence of new construction service companies, both at home and abroad. According to the Law of the Republic of Indonesia Number 18 of 1999, construction services are an economic, social, and cultural activity that plays a vital role in realizing various goals to support the implementation of national development targets.

The application of the Balanced Scorecard can be carried out in various companies, including construction companies. PT Adhi Persada Gedung is a private company engaged in the building construction services sector. During its development, PT APG measured its company's performance using traditional methods, making it challenging to identify the causes or problems of decreased performance from various perspectives. To overcome this problem, PT APG needs an appropriate performance management and measurement system to assess the company's financial and non-financial performance using a Balanced Scorecard method. The following is information on the RKAP and the realization of PT's economic performance. Adhi Persada Building in the last 4 years from 2019 to 2022 shows a decline. This decrease is due to the current competitive competition in construction services, where this intense competition forces companies to offer lower prices, which can reduce profitability. Competition can also cause companies to have to take on projects with lower profit margins.

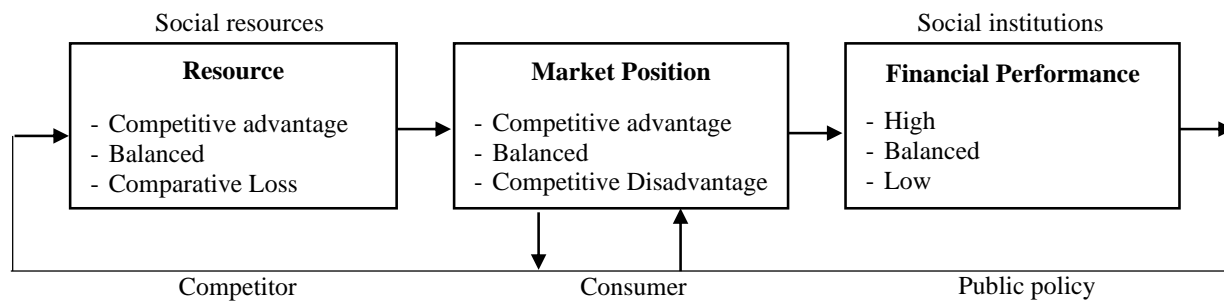
The company's financial performance tends to decline during the 2019 to 2022 period, especially as seen from the calculation results of the liquidity ratio and activity ratio which are below the industry average. This indicates a problem in liquidity management and use of company resources. Although the overall results are quite good from a customer perspective, there are still aspects, especially regarding service reliability. Customers assess that the speed of work execution needs to be improved to ensure their satisfaction. Evaluation of the operational processes has shown quite good results, but improvements are still needed, especially in terms of operational efficiency. The speed of work implementation and response to customer needs are areas that need attention.

Even though performance in terms of learning and development is quite good, there is still potential to increase employee competency and motivation. Leadership in motivating employees and implementing strategic goals needs to be strengthened to support the company's future growth. This research aims to strategize the performance of the PT APG construction services company based on the BSC method from a financial performance, customer perspective, internal business process perspective, learning, and growth perspective.

Literature Review and Model Development

Resource Advantage Theory of Competition

Hunt and Morgan (1995) argue that the Resource Advantage Theory of Competition (competitive advantage theory) is a theory of evolutionary and competitive processes that is interdisciplinary not only in the sense that it is developed by literature from various scientific disciplines, but also in the sense that it is based on and has similarities with many theories and research traditions, as well as others, including evolutionary economics, the historical tradition, organizational economics, the resource-based tradition, the skill-based tradition, institutional economics, transaction cost economics, and economic sociology. The theory of Resource advantage theory theory of competition that describes the competitive process.



Source: Hunt and Morgan (1995)

Figure 1. Scheme of Resource Advantage Theory of Competition

Source: Hunt and Morgan (1995)

Figure 1 provides an overview of the main structure of resource advantage theory. Every business in the market has at least some unique resources (for example, highly qualified staff, efficient production processes, etc.) that can constitute a comparative advantage in resources and result in a favorable position in the market. Some of these resources are not easy to imitate or obtain. Thus, these resources (culture and processes) can provide a lasting competitive advantage in the market.

Companies compete to gain a comparative advantage in resources, providing a favorable market position for a particular market segment and superior financial performance. As illustrated in Figure 1, the functioning of the competitive process is strongly influenced by five environmental factors, namely the social resources used by companies, the social institutions that shape the “rules of the game”, the actions of competitors, the behavior of consumers and suppliers, and public policy decisions.

Resource-Based Strategy Based on Resource Advantage Theory of Competition

A resource-based strategy is to achieve competitive advantage and superior financial performance. Companies must look for valuable, rare, inimitable, and irreplaceable resources. Active competition theory can serve as a normative foundation, resource-based strategies will enable the theory to succeed, and help explain why and when the theory may succeed. First, resource advantage theory empowers the success of a resource-based strategy because it often adopts a resource-based perspective of the firm. Firms are viewed as heterogeneous and imperfect collections of mobile resources, a basic tenet of the “resource-based perspective” (Hunt & Morgan, 1995).

On the other hand, the Resource Advantage theory emphasizes that competition is dynamic and causes imbalance. In criticizing resource-based strategy, Hunt & Morgan (1995) advocated the dynamic theory that the resource-based perspective “to realize the potential of strategic management, insights must be integrated into models of environmental needs.” Resource Advantage theory argues that superior financial performance results from factors that encourage competition. In particular, the constant search

for exceptional economic performance, coupled with the fact that all companies cannot excel simultaneously. A competitive resource advantage will enable efficient resource allocation and proactive and reactive innovation.

The Resource Advantage competitive process provides an essential mechanism for companies to discover their efficiencies and inefficiencies. Likewise, a company's efforts to achieve superior performance will result in proactive innovation, and reactive innovation will increase company productivity as a result of technological progress in economic growth.

Ultimately, a business's sales and marketing strategy aims to achieve superior financial performance by creating profitable market offerings that provide extraordinary value to customers, thereby providing extraordinary financial returns for the business. Meanwhile, the Resource Advantage theory will strengthen this theory to increase awareness and refine it further.

Performance evaluation can be viewed as a process of assessing work progress against predetermined goals and objectives, including information regarding the effectiveness of the use of human resources in the production of goods and services, Quality of goods and services (how well goods and services are provided to customers and how satisfied customers are), the results of activities compared with the goals and effectiveness of products and services, actions to achieve goals (Rumintjap, 2013).

Performance measurement can be considered one of the most influential factors in business because it can be the basis for creating a reward system within the company and influencing its decision-making behavior. However, the performance measurement used is limited to measuring financial performance, so there are weaknesses in measuring the performance of other factors, such as from a customer perspective, internal business processes, and learning and development, while business growth requires much more.

Balanced Scorecard

Balanced Scorecard was first discovered in 1997 by Robert Kaplan and David Norton as a performance matrix to replace traditional performance measures. The rationale behind creating the Balanced Scorecard concept is that short-term targeted performance measures used to measure business performance are no longer effective because they rely only on financial indicators that reflect the benefits but disadvantages of creating business value for future businesses.

A Balanced Scorecard is a set of integrated performance indicators created from the vision and mission to support the overall business strategy. The Balanced Scorecard has four perspectives: financial perspective, customer perspective, internal business process perspective, and learning and growth perspective (Hery, 2017). The purpose of the Balanced Scorecard is to:

1. Explain the development of the Balanced Scorecard concept as part of company strategy.
2. Explain the relationship between the Balanced Scorecard and company strategy, which ensures that the Balanced Scorecard performs well.
3. Explain various company experiences and learnings from implementing the Balanced Scorecard as part of the strategy.

The importance of measurement tools is to measure performance and ensure that the organization is using the right strategy. In other words, implementing the Balanced Scorecard becomes part of the organization's strategy. Therefore, we can conclude that the impact of the Balanced Scorecard is a change in the management system as a whole.

Financial Perspective

Financial ratios are indicator tools used to analyze a company's financial position and performance. Calculations are helpful for raw data (Aditama & Kiswara, 2013). Below are the financial ratios commonly used by companies to measure their economic performance:

1. Liquidity Ratio measures a company's ability to meet short-term financial obligations. Liquidity ratios can be measured by:
 - a. The Current Ratio measures a company's ability to pay its short-term obligations using current assets. The higher the overall liquidity ratio, the more liquid the company is.
 - b. Quick Ratio: This ratio is similar to the above ratio, but inventory is not considered because it is less liquid than cash, marketable securities, and receivables. As a result, the quick ratio provides a more accurate assessment than the current ratio to see the company's ability to pay its short-term obligations.
 - c. Cash Ratio is a ratio that measures a The Cash ratio measures company's ability to accurately assess a company using cash and security's ability to meet its short-term obligations because it only assesses the liquidity component of current assets. The higher this ratio, the better the company's short-term financial position, and vice versa.

2. Profitability Ratio (Prof, stability Ratio), the ratio measures a company's ability to generate profits using the company's resources, such as assets, capital, or company income. There are various ways to measure the level of profitability, namely:
 - a. Return on Assets (ROA): this ratio represents the company's ability to generate profits after tax. ROA is important for decision-makers in evaluating the effectiveness and efficiency of current business decisions in managing business assets. The higher the ratio, the more efficient the company's asset management; in other words, the same amount of assets can produce higher profits and vice versa. $ROA = \text{Net Profit After Tax} / \text{Total Assets} \times 100\%$
 - b. Return on Equity (ROE): This ratio shows the company's ability to generate profits after tax using company equity. ROE is essential for business owner investors. It is considered necessary for investors to see how effectively decision-makers manage their equity. The higher the ROE value, the more influential the decision-makers' equity management will be. ROE calculations can be a benchmark value for a company's financial performance.
 - c. Return on Capital Employed (ROCE) is a profitability ratio that measures a business's profit on capital in percentage terms. The capital in question consists of the company's equity plus long-term debt or total assets minus short-term liabilities. This ROCE reflects a company's efficiency and return on capital or investment.
 - d. EVA (Economic Value Added, specifically, a tool for identifying indicators of added value for the company. According to Brigham and Houston (2011), EVA estimates a company's actual economic profit in the current year, which is very different from accounting profit. This tool shows the remaining profit after deducting all capital costs, including equity, while accounting profit is determined without considering equity.

3. Leverage Ratio (Solvency Ratio): This ratio measures the amount of debt used to finance the costs of running a business. The measurement of the leverage ratio can be seen with the Debt Ratio, which measures the proportion of debt capital used to finance company assets. A high debt ratio indicates that the higher the use of debt to finance asset investment, the higher the company's financial risk, and vice versa.

Customer Perspective

A product or service must be of value to customers or potential customers, meaning it offers more significant benefits and what the customer must sacrifice to get it (Aditama & Kiswara, 2013). From a

customer perspective, companies need to identify customer segments and markets that will be penetrated to compete. The customer dimension measures how well a company satisfies its customers (Héry, 2017). From a customer's perspective, there are several business performance criteria, namely:

1. Market Share (market share), evaluating the comparative size of specific market segments the company reaches (Héry, 2017). Market share is expressed in the number of customers, the amount spent, or the number of units sold (Aditama & Kiswara, 2013).
2. Customer Retention (customer retention) looks at the company's ability to protect relationships with former customers (Héry, 2017). Measurement can be done by knowing the level of business growth with existing customers (Aditama & Kiswara, 2013).
3. Customer Profitability (customer profitability) is the company's ability to acquire and attract new customers (Héry, 2017). Customer acquisition can be considered by eliminating the number of new customers in existing segments (Aditama & Kiswara, 2013).
4. Customer Satisfaction (customer satisfaction) measures the level of customer satisfaction with the services provided by the company (Héry, 2017). Five factors determine service quality, namely:
 - a. Reliability, namely the ability to perform promised services reliably and accurately.
 - b. Responsiveness: being ready to help customers and provide fast service.
 - c. Assurance is employees' information and politeness and ability to build trust.
 - d. Empathy is a willingness in the form of caring and giving personal attention to customers.
 - e. Tangibles, namely physical appearance, equipment, personnel, and communication tools (Nasution, 2015).

Internal Business Process Perspective

The three main business processes that the company focuses on include:

1. Innovation Process

The innovation process is one of the essential things, and the effectiveness, efficiency, and speed of the innovation process in creating added value for customers can encourage profits. The innovation process can be divided into two categories, namely:

- a. Evaluate the effectiveness of innovation activities in basic research and applied research.
- b. Measuring the product development process (Aditama & Kiswara, 2013)
- c. At this stage, even though the product or service is of high quality, the market does not need it, and the company still has to identify market needs because it can cause market failure (Héry, 2017).

2. Operation Process

Process efficiency, consistency, and timeliness of goods and services delivered to customers are the heart of every business organization's business processes (Aditama & Kiswara 2013). This business process also includes marketing activities, namely activities aimed at offering goods or services for sale and providing a physical basis for customers to want to buy them (Hery, 2017).

3. After Sales Service

Measuring after-sales service is the final step in measuring internal business processes. Measuring after-sales service is quite an essential step in a company's internal processes because of this measurement. Has a significant influence on consumer satisfaction (Aditama & Kiswara 2013).

Growth and Learning Perspective

The measurement components of the growth and learning perspectives are the infrastructure by which the company can reach the three previous perspectives. This perspective emphasizes investments in human infrastructure, information systems, and organizational processes (Héry, 2017). Three factors must be considered from a learning and development perspective, namely:

1. Employee Capabilities

There are three things that companies need to pay attention to regarding employee capabilities, including:

a. Employee satisfaction level.

Several factors that can increase employee satisfaction include adequate facilities, participation in decision-making, support from superiors, ease of obtaining information, recognition from superiors and other employees, and desire for initiative and innovation. The indicators used to measure employee satisfaction are salary satisfaction, job satisfaction, superior satisfaction, promotion satisfaction, and employee job satisfaction with co-workers.

b. Employee Retention

Employee retention is a company's ability to retain its best employees. The measure used is the presentation of employee turnover rates. His research stated that an immaterial work environment and career development can influence employee retention (Pratiwi & Sriathi, 2017). Compensation, work environment, and organizational relationships can impact employee retention (Putra & Rahyuda, 2016). Employee turnover or rotation is considered normal if the score is between 5% and 10% per year and high if > 19% per year (Pratiwi & Sriathi, 2017).

Companies must maintain a high level of employee retention to increase operational efficiency and effectiveness in achieving organizational goals and missions because the employee turnover rate will be lower so that it can reduce costs, one of which is staff recruitment costs (Putra and Rahyuda, 2016). Companies implementing employee retention strategies correctly can achieve organizational success and optimal goals (Pratiwi & Sriathi, 2017).

c. Employee Productivity

Productivity is the result of improving skills, internal processes, and innovation. Employee productivity can be measured by comparing the output produced by employees with the number of employees in the company (Henry, 2017).

2. Information Systems Capacity

High employee motivation and skills alone are insufficient to achieve targeted business and consumer goals, especially in an increasingly competitive skills environment. Every employee needs relevant, accurate, and timely information to make decisions that benefit the business.

3. Motivation, Empowerment, and Alignment

Company success cannot be achieved solely through employee skills and complete information if employees are not motivated to work towards company goals. Measuring employee motivation can be done by looking at how often employees provide recommendations or suggestions to the company (Henry, 2017).

Methods

The type of research used is a qualitative research approach, a single case study type. This approach involves an in-depth analysis of a single case or entity to understand its characteristics, processes, and context. With a focus on qualitative analysis, this research aims to understand complex and contextual phenomena from the perspective of the subjects involved in the case. Qualitative research uses research as a critical tool, purposive and snowball sampling techniques, survey techniques use triangulation, data analysis is inductive/qualitative, and research results emphasize meaning rather than generalization (Sugiyono, 2016).

Qualitative Descriptive research is a method based on post-naturalism philosophy. It is used to study the status of natural objects (as opposite experiences), where the researcher is the critical tool. The essential data collection technique is triangulation (combination) analysis. Data analysis is inductive, and research results are more qualitative and focus on meaning rather than generalization (Sugiyono, 2016).

The location of this research was carried out at a contractor company in Jakarta. This research has two types of informants, namely key informants and supporting informants. Key informants are informants who have extensive knowledge about the problems raised by researchers. Meanwhile, supporting informants can provide additional information outside the analysis and discussion of qualitative research (Sugiyono, 2016). Data collection techniques used in this research include observation, interviews, and documentation.

Sugiyono (2013) argues that qualitative researchers must be able to explain how they can increase the credibility of their research. One way to increase the credibility of qualitative research is through triangulation. According to Kaharudin (2021), triangulation is using two or more data collections to check the validity of a researcher's findings. Therefore, research must use data triangulation by matching observations, interviews, and documents to strengthen research data. Milles and Huberman (in Sugiyono, 2011) want qualitative data analysis activities to be carried out interactively and continuously until completion so that the data is saturated. The data analysis steps in this research are as follows:

1. Data collection
2. Data reduction
3. Data Presentation
4. Conclusion/Verification.

Results and Discussion

Company Performance: Financial Perspective

Although the company has a healthy financial position with a current ratio consistently above one, a decline in the cash ratio, ROCE, and EVA indicates potential problems that must be addressed. A decrease in the cash ratio suggests a decrease in liquidity, while a reduction in ROCE and EVA indicates a decline in profitability and return on capital. It can be caused by factors such as increasing operational costs, decreasing revenue, or less efficient investment decisions.

In efforts to improve PT Adhi Persada Gedung's (APG) financial performance, the two main concepts found were sufficient liquidity and customer care. Sufficient liquidity refers to the company's ability to meet short-term financial obligations with available assets. At the same time, customer care emphasizes the importance of providing quality service to customers to build trust and loyalty. Both are critical in achieving a company's financial goals and maintaining a competitive position in the market.

Using the BSC framework, PT Adhi Persada Gedung can measure and manage their performance comprehensively, from financial aspects, customers, and internal processes to learning and growth. Integrating initiatives to increase revenue into each BSC perspective will help the company to be more focused and directed in achieving its long-term goals. Companies can identify inefficient processes and look for ways to increase their productivity and operational efficiency (Benková et al., 2011).

Resource Advantage Theory of Competition (RATOC) may also be relevant. RATOC emphasizes the importance of a company's unique resources and capabilities in creating a competitive advantage (Hunt, 2011). By managing financial and operational resources effectively, PT Adhi Persada Gedung can take advantage of these advantages to improve performance and compete in the market. Resource Advantage Theory of Competition (RATOC) reveals that companies can allocate their financial resources

intelligently, invest in projects that provide high returns on investment, and reduce waste in various operational areas (Zhang & Jin, 2023).

Company Performance: Customer Perspective

From a customer perspective, APG emphasizes good communication, transparency, and initiatives to build strong customer relationships. They realize that trust is key to winning projects and retaining customers. Efforts to respond to customer complaints, maintain active communication, and provide joint solutions demonstrate APG's commitment to building sustainable customer relationships.

Apart from that, APG also recognizes the importance of innovation in maintaining competitive advantage and meeting customer needs in today's digital era. By adopting technology such as Building Information Modeling (BIM) in the construction phase, APG shows its commitment to improving service quality and operational efficiency. Using BSC, APG can set Key Performance Indicators (KPIs) that are appropriate to the customer's perspective, such as customer satisfaction, response time to complaints, and the number of projects successfully maintained. Regular evaluation of these KPIs will help APG continuously improve services and strengthen relationships with customers, which will support the growth and sustainability of their business in the future. Thus, BSC's customer perspective approach provides a holistic framework for APG to understand and improve its performance from the customer's perspective.

Strategy to improve the company performance of PT Adhi Persada Gedung through a competitive pricing approach and strong Customer Relationship Management (CRM). First, through competitive pricing, the company strives to optimize its production and operational costs without sacrificing product quality or service quality. By taking into account the value provided to customers, PT Adhi Persada Gedung can set prices that are attractive and in line with the market, which in turn can increase the attractiveness of its products or services.

Additionally, this strategy includes efficient product development and regular cost monitoring to ensure healthy operational continuity. On the other hand, a robust CRM is the foundation for building solid relationships with customers. Companies can strengthen customer trust and loyalty through clear communication, responsive customer service, and fast problem-handling. CRM also allows PT Adhi Persada Gedung to better understand customer needs and expectations so that it can produce products or services that are more in line with market demand. By combining efforts in competitive pricing and robust CRM, PT Adhi Persada Gedung aims to retain and attract loyal customers, which can improve its financial performance by expanding market share and improving customer retention. Thus, this approach not only takes operational efficiency into account but also strongly emphasizes satisfaction and long-term relationships with customers as the foundation for a company's long-term growth and success.

This is supported by the Resource Advantage Theory of Competitive Advantage, which emphasizes the importance of a company's unique resources and capabilities in creating competitive advantage (Hosseini et al., 2018). PT Adhi Persada Gedung needs to identify its resources and capabilities, such as superior human resources, adequate liquidity, and strong customer relationships, and utilize them to create sustainable advantages.

The Balanced Scorecard theory also supports the discussion above. Superior employee performance contributes directly to the achievement of PT Adhi Persada Gedung's financial goals. For example, by having the right and quality human resources, companies can increase productivity and innovation and contribute to revenue growth. This can be reflected in net income, profit margins, and company value increases. Good employee performance can also influence customer satisfaction, an essential aspect of the BSC customer perspective. Companies can provide better customer service, increase loyalty, and obtain positive recommendations by having competent and committed employees. It

can be reflected in indicators such as customer retention rate, increase in market share, and customer confidentiality value (Yawson & Paros, 2023).

Company Performance: Internal Business Process Perspective

PT Adhi Persada Gedung (APG) is taking proactive steps to increase knowledge and understanding of electronic risk (e-risk) administration and management by holding special training. Through this conference, APG aims to provide employees and professionals in this field with in-depth insight into best practices in managing risks related to electronic aspects. This conference is designed to comprehensively understand e-risk management and corporate administration practices relevant to current issues and trends. Participants are expected to benefit from a series of presentations and roundtable discussions hosted by experts and industry leaders with extensive experience in e-risk administration and management. By holding this event, APG shows its commitment to maintaining the quality and security of the company's operations and actively participates in facing the latest challenges in electronic risk administration and management. This step not only expands the company's internal knowledge but also supports industry-wide efforts to address the risks associated with developments in electronic technology.

By holding this conference, APG affirms its commitment to the quality and safety of its company operations and shows its active role in shaping the industry's direction. By sharing knowledge and experience, APG contributes to industry efforts to address the risks associated with developments in electronic technology, strengthening the foundations of safety and sustainability in modern business operations.

Customer Relationship Management (CRM) is a business strategy focused on building and maintaining good relationships between companies and customers. CRM includes using technology, processes, and techniques to manage interactions with customers, ensure customer satisfaction, gain insight into customer behavior, and increase customer retention. It covers a variety of activities, including collecting and analyzing customer data, personalizing services, managing communications with customers, and developing loyalty programs (Farmania et al., 2021).

Company Performance: Learning and Growth Perspective

APG held a seminar focusing on human resource (HR) and staff management strategies for projects. Participants were invited to learn various techniques for managing project staff and human resources. The seminar emphasized the importance of convincing oneself that each individual is capable, providing encouragement, and appreciating the performance that has been or will be achieved. Discipline, patience, and perseverance were also essential points discussed in this seminar.

Effective human resource management is considered crucial to the success of the work plan, as it influences many aspects of the project, such as budget, schedule, quality, and safety protocols. The seminar also highlighted the role of the project work team management system in determining the success of a project, where the involvement of partners, stakeholders, and project employees is critical in forming effective work team management. By holding this seminar, APG shows its commitment to developing the potential of its human resources and staff and ensuring the success of its projects.

Saputra, Suriani, and Saleh (2022) have applied the Balanced Scorecard method to measure business performance using four dimensions. Financially, the results were not good by industry standards. These results come from calculating liquidity and activity ratios, which show that the calculation results are below the industry average.

Company performance can be improved through a growth learning perspective through employee performance, which quality human resources and HR management planning can influence. Employee performance evaluates how well individuals or teams in an organization carry out assigned tasks or

responsibilities. Employee performance covers various aspects, including productivity, work quality, engagement, teamwork, compliance with procedures and policies, and achievement of individual or departmental goals. Employee performance assessments are usually carried out periodically to provide constructive feedback, identify areas of development, and ensure that employees can make maximum contributions to organizational goals (Memon et al., 2022).

Quality human resources are employees with skills, knowledge, and attitudes that suit the organization's needs and goals. They are about technical expertise, interpersonal skills, leadership, initiative, adaptability, and motivation to learn and develop. Human resources are valuable for organizations because they catalyze innovation, growth, and competitive advantage (Iqbal et al., 2023).

Conclusion

Increasing income, influenced by sufficient liquidity and successful positioning, can improve the financial perspective. PT Adhi Persada Gedung (APG) needs to increase profitability by optimizing the use of assets and equity and strategies to increase income and reduce operational costs. Regular monitoring of financial ratios such as NPM, ROI, and ROE will help identify trends and areas that need to be improved to maintain competitiveness and profitability amidst changing external conditions.

Increased customer awareness can improve customer perspective, influenced by responsiveness in solving problems, effective communication, and efficiency. APG is highly committed to customer satisfaction through good communication, transparency, and innovation. Building strong customer relationships and adopting technologies such as Building Information Modeling (BIM) to improve service quality is essential to meeting customer expectations and needs and maintaining a competitive advantage.

Competitive pricing influenced by CRM and product development can improve the perspective of the internal business process. APG's proactive steps in increasing understanding of electronic risk management demonstrate a commitment to operational quality and safety. By organizing special training and conferences; companies can expand their internal knowledge and actively participate in facing the latest challenges in electronic risk administration and management.

Employee performance, influenced by quality human resources and HR management planning, can improve the learning and growth process. APG emphasizes developing human resources and staff potential through seminars and project work team management strategies. This approach includes communication, changing mindsets regarding projects, and discipline and patience. By adopting this approach, APG can ensure the success of its projects and improve overall operational quality and efficiency.

Limitations and Further Research Directions

1. This research may be limited to a sample of PT Adhi Persada Gedung only, so the generalization of the findings may be limited to similar construction companies. Additionally, the limited sample size may affect the statistical validity of the findings.
2. Company performance assessment using the Balance Scorecard approach can involve subjectivity in determining criteria and measurements. This subjective approach can affect the validity and reliability of research results.
3. Externality Limitations: External factors such as market conditions, government regulations, or industry changes may not be wholly controllable or predictable in this research. It can influence the suitability of strategic recommendations resulting from research.

4. Conduct research involving a broader sample of construction service companies, not limited to just PT Adhi Persada Gedung. It will allow a more robust generalization of the findings and more profound knowledge of company performance appraisal practices in the construction industry.
5. Using diverse research methods to reduce subjectivity in assessing company performance, such as using a quantitative approach to measure financial performance and a qualitative approach to explore employee views and perceptions about company performance.
6. Conduct further analysis of external factors influencing company performance, such as market conditions, government regulations, and industry trends. It will help develop more comprehensive and relevant strategic recommendations for the company.

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