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Analysis Of Cooperative Performance Measurement Using The Balanced Scorecard Approach (Case Study at KSP Kopdit Harmoni Jaya, Kupang City)

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ABSTRACT

This study examines the application of the Balanced Scorecard method at Kopdit Harmoni Jaya Cooperative in Kupang City. The objective of the research is to measure and evaluate the performance of KSP Kopdit Harmoni Jaya during the period 2022–2024 using the Balanced Scorecard approach. The data were obtained from the Annual Members' Meeting (RAT) reports for 2022–2024 and further confirmed through interviews. This research employs a mixed-methods approach with a case study strategy. The findings indicate that the cooperative's performance in the financial perspective during 2022–2024 scored relatively low based on the assessment indicators specified in the Regulation of the Deputy for Supervision of the Ministry of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia Number 06/Per/Dep.6/IV/2016, whereas the non-financial perspectives, including member satisfaction, operational efficiency, and human resource development, showed positive results. Furthermore, this study produces a strategic map that is expected to serve as a reference for the cooperative's future strategic development.

***Keywords:**Balanced Scorecard, Cooperative, Performance, KSP Harmoni Jaya, Strategic Measurement.*

I. INTRODUCTION

A cooperative is a business entity formed based on the principle of family and aimed at lower-middle class communities in the context of economic recovery. "A cooperative is a business voluntarily owned and controlled by its member patrons, and operated for them and by them on a nonprofit or cost basis." This quote means that a cooperative is a business voluntarily owned and controlled by its members, operated for and by them based on the goal of not seeking profit or being operated based on its costs (Suratman, 2014:1). Law No. 17 of 2022 states that the purpose of cooperatives is to improve the welfare of members in general, as well as being an integral part of a democratic and just national economic order. The presence of this cooperative is a solution for people who need capital but do not meet the administrative requirements set by banks and high interest rates.

Cooperatives as membership-based economic institutions have a strategic role in a country's economy, especially in supporting economic equality and community empowerment. In Indonesia, cooperatives have long been an integral part of the economic structure, contributing to meeting the economic needs of the community, especially in the micro, small, and medium enterprises (MSMEs) sector. However, amidst global economic dynamics and increasingly fierce competition, cooperatives are faced with various challenges that require adaptation and innovation strategies to improve their performance.

The impact of cooperatives is not only massive for national development but also has a direct impact on the people's economy, especially for the middle class. Based on data taken from the Office of Cooperatives and Small and Medium Enterprises in 2020, behind the successful impact of cooperative growth and the impact on the Indonesian economy, many of the cooperatives themselves fail in terms of cooperative management, especially the growth of cooperatives in Kupang City. This can be seen in the table of the distribution pattern of Cooperatives in Kupang City, namely around 580 cooperatives, a total of 260 cooperatives or around 44 percent are passive and the remaining 322 cooperatives or around 56 percent are counted as active. This data certainly raises a big question mark where cooperatives that should be a solution for the economy actually lack governance. Inactive cooperatives are generally because their members are no longer active, so the Kupang City Government immediately proposed to the Ministry of Cooperatives and SMEs to revoke their establishment permits (Sridin, 2020). Other factors include the failure of many of these cooperatives to hold their Annual Meetings (RAT) on time, slow capital turnover, incompetence of management in managing cooperatives, and other problems that may be contributing factors. These problems should be anticipated through periodic performance measurement, problem analysis, and the search for solutions that are not only intended to reduce/add but also have long-term impacts.

The Balanced Scorecard model, as we will call it, has evolved continuously since its introduction through a Harvard Business Review article in 1992. In an interview with one of the authors, Dr. Norton said, “Bob Kaplan and I launched a revolution, not a static system. It will continue to evolve.” The Balanced Scorecard is a testament to their commitment to evolution and input from others (Wibowo, 1993:3). The Balanced Scorecard is a process by which an organization’s vision and strategy are translated into a comprehensive set of metrics. These metrics provide a framework for assessing performance and transforming the strategic management system into goals, metrics, objectives, and initiatives in four balanced areas: Financial, Customer, Internal Process, and Employee Learning and Growth (Kaplan & Norton, 1996:20).

The use of the Balanced Scorecard as a performance measurement method is intended to evaluate the performance of KSP Kopdit Harmoni Jaya based on the benefits to be obtained, namely helping to achieve a balance between internal and external factors for business owners and customers; output measurement (result measurement) as a driver of previous results and future performance; third, in the objective element of the balance between (previous) and measurement results and subjective elements (future measurement results.

Similar research was conducted by Herawati (2019) and Nikmah (2021) who applied the Balanced Scorecard method as a performance analysis tool in cooperatives. The results of the analysis obtained showed that there was a less than optimal score assessment in the financial aspect, but there was an increase in non-financial aspects both from the customer side, internal business processes and cooperative efforts to develop cooperatives through training.

II. RESEARCH METHODS

The research used in this study is a mixed methods analytical research. The type of research used is a case study. This research is based on data taken from interviews with employees and staff at the Kopdit Harmoni Jaya Cooperative in Kupang City, observation and documentation. The type of research used in this study is a mixed research, namely obtaining a comprehensive picture of the values obtained from Balanced Scorecard measurements and confirmation narratives to support these calculations, this approach aims to analyze the performance of cooperatives measured through financial and non-financial perspectives using the Balanced Scorecard performance measurement tool.

This research is a case study type, which is a research used to gain an in-depth understanding of the phenomena that occur. In this research, a case study is used to gain an in-depth understanding of the application of the balanced scorecard as a performance measurement tool used at the Kopdit Harmoni Jaya Cooperative in Kupang City.

III. RESULTS AND DISCUSSION

Performance Measurement Analysis Using the Balanced Scorecard Approach at KSP KOPDIT HARMONI JAYA

*Balanced Scorecard*has four perspectives in its performance assessment, namely the Financial, Customer, Internal Business Process, and Learning Growth Process perspectives. Generally, each perspective does not have a rule which is prioritized or becomes a reference to be assessed first because each aspect has its own duties and influences each other. The analysis of Balanced Scorecard performance measurement that will be carried out by the author, the author begins with the learning and growth perspective because it is in accordance with the opinion of Suratman (2014: 47) "Cooperatives were formed as an effort to fight human dependence on the power of capital, ignorance and inability to adapt to new conditions of very rapid socio-economic and technological change" meaning that cooperatives must start with building a strong foundation, to build this foundation it is important for cooperatives to provide education and direction for both members and administrators.

Learning and Growth Perspective

1. Employee Training

From the learning and growth perspective of the Balanced Scorecard, employee training is a key indicator reflecting the cooperative's commitment to improving the quality of its human resources. Competent human resources directly contribute to member service and the efficiency of the cooperative's internal processes.

Research results obtained in 2022 indicated that cooperatives had not yet recorded any formal training. This lack of specific training activities can be understood as an initial condition that serves as a starting point for cooperatives in strengthening the foundation of human resource development in subsequent years. Positive developments began to emerge in 2023. Through the development division, cooperatives began developing more targeted work programs to improve employee capacity. This year, training was provided both externally (Puskopdit) and internally. The training provided by Puskopdit included basic and advanced accounting training, while internal training provided credit union management and organization training, as well as technical guidance on employee performance assessments. This training reflects the cooperative's commitment to building technical and managerial competencies, which are crucial for the sustainability of cooperative operations.

This commitment continues in 2024. The cooperative increased the number of training sessions to eight, conducted by the Cooperatives' Center for Cooperative Development (Puskopdit) and one internal session. This increase demonstrates a growing awareness of the importance of continuous learning within the cooperative workplace. While the types of training sessions were relatively similar to the previous year, the increased frequency demonstrates consistency and strengthening of the implementation of the human resource development program.

2.Employee Productivity

Table 1 Results of Employee Productivity Calculations are as follows,

Year	SHU(1)	Total Employees (2)	Results $\frac{(1)}{(2)}$x100%
2022	Rp450,315,718	23	Rp19,578,944.26
2023	Rp452,871,462	24	Rp18,869,644.25
2024	Rp414,970,724	24	Rp17,290,446.83

Source: processed data 2025

Based on the data obtained, employee productivity has shown a fluctuating trend over the past three years. In 2022, productivity per employee was recorded at Rp19,578,944.26, with a total SHU of Rp450,315,718 and a total of 23 employees. This value indicates a fairly optimal individual contribution to the cooperative's performance. Continuing the following year, employee productivity decreased due to the addition of cooperative members. In 2024, employee productivity decreased due to a decrease in the value of the remaining business results obtained in 2024.

Internal Business Processes

1. **Asset Productivity Ratio**

Table 2 The results of the asset productivity calculation are as follows

Year	Income (In Rp)(1)	Total Productive Assets (In Rp)(2)	RESULTS $\frac{(1)}{(2)} X100\ \%$
2022	1,783,761,866	13,349,266,197	13.3%
2023	1,834,829,624	13,827,203,926	13.2%
2024	1,742,018,118	14,642,896,166	11.8%

Source: processed data 2025

Based on the calculation results, the cooperative's asset productivity ratio has shown a downward trend over the past three years. In 2022, the asset productivity value was 13.3%. A decline occurred in 2023 due to the underutilization of asset productivity value, resulting in an increase in the value of productive assets, but not yet being utilized to generate maximum revenue. Similar results occurred in 2024, where the value of productive assets was not utilized to generate revenue. The data obtained showed a decline in the value of income, resulting in a decrease in the value of productive assets. This indicates that assets are not being fully utilized to generate income, requiring a review.

2. Administrative Cost Ratio

Table3 The results of the calculation of the Administrative Cost Ratio are as follows

Year	Administration Fee(1) (In Rp)	Total Income(2) (In Rp)	Results $\frac{(1)}{(2)} X100\ \%$
2022	127.127.327	1,783,761,866	0.71%
2023	131,856,410	1,834,829,624	0.71%
2024	147,362,334	1,742,018,118	0.8%

Source: processed data 2025

Based on these calculations, administrative costs increased annually, from 2022 to 2023, and significantly increased in 2024. The increase in costs, which was not offset by an increase in revenue, caused the cost efficiency ratio to decline, as evidenced by the increasing proportion of costs to revenue. This increase indicates that cooperatives are experiencing a decline in efficiency in the use of financial resources to carry out operational activities. This increase in the administrative cost ratio is still considered ideal, in accordance with the regulations of the Minister of Cooperatives and SMEs Regulation No. 15 of 2021.

3. Infrastructure Improvement

During the period from 2022 to 2024, the cooperative did not purchase any additional infrastructure. The physical facilities, particularly at the head office, were still adequate to support the cooperative's operations. The cooperative began planning branch expansion in 2024 as part of its growth strategy. While this expansion has not had a direct impact on the head office's infrastructure, it demonstrates the cooperative's commitment to expanding its service reach. Positive impacts are expected to emerge in the form of increased member acquisition and future revenue growth.

Financial Perspective

1. *Return on Assets (RoA)*

Table4 The results of the Return on Asset (RoA) ratio calculation are as follows

Year	SHU(1) (In Rp)	Total Assets (1) (In Rp)	Results $\frac{(1)}{(2)} X100\ \%$
2022	450,315,718	14,428,816,658	3 %
2023	452,871,462	14,987,772,068	3 %
2024	414,970,724	15,692,493,774	2 %

Source: processed data 2025

In this calculation, the RoA value decreased in 2024, having previously been stable in 2023 and 2024. This decrease was due to a decrease in SHU in 2024 and an increase in total assets that was not accompanied by a balanced growth in operating results.

The decline in ROA indicates a decline in asset management efficiency. This indicates that some cooperative assets are not being optimally utilized to generate income. Considering the discussion in the previous indicator, it is true that the current impact of asset value cannot be assessed, so when measured using the ROA ratio, the impact is small. However, it is important to note that members also need to assess the impact of annual asset increases. Therefore, the cooperative needs to manage these assets to generate future ROA increases.

These results suggest that the decline in asset productivity at KSP Kopdit Harmoni Jaya is due to an imbalance between increases in productive assets and revenue generation. The annual increase in productive assets is largely due to the addition of long-term investment assets, such as system development and improvements to member service facilities. These assets have not fully contributed to increased revenue, resulting in a decline in the asset productivity ratio. This step can be considered part of the cooperative's strategy to strengthen its service infrastructure and operational efficiency in the future.

2. *Return on Equity (RoE)*

Table5 The results of the Return On Equity (RoE) ratio calculation are as follows:

Year	SHU(1)(In Rp)	Total Capital(2) (In Rp)	RESULTS $\frac{(1)}{(2)} X100$ %
2022	450,315,718	5,369,516,838	8 %
2023	452,871,462	5,855,675,137	8 %
2024	414,970,724	4,668,064,354	9 %

Source: processed data 2025

In contrast to the RoA results, the cooperative's RoE value increased in 2024, having previously remained stable from 2022 to 2023. This increase indicates that the cooperative was able to increase its return to capital owners (members) through equity utilization. The increase in ROE occurred despite a decrease in SHU. This likely stems from efficiency in the capital structure or a decrease in equity due to withdrawals of savings by members, which mathematically increases the ROE value. This increase in ROE can be viewed positively, but further study is needed to ensure that it is not solely due to a decrease in capital but also due to real managerial improvements.

3. Remaining Operating Result

Table6 percentage increase

Year	SHU	Percentage Increase/(Decrease) (in Percent)
2022	Rp450,315,718	0%
2023	Rp452,871,462	0.56%
2024	Rp414,970,724	-8%

Source: Processed data, 2025

The cooperative's SHU has fluctuated over the past three years. It increased in 2023, but declined significantly in 2024. This presents a serious challenge for the cooperative to improve in the coming year, by dividing its focus between the head office and branch development to optimize sales at the head office.

Referring to the Regulation of the Minister of Cooperatives and SMEs No. 16 of 2016, these results show poor values on the financial side, both from the assessment of RoA, RoE and the percentage increase in SHU. These results certainly do not have a good impact on cooperatives in assessing cooperative performance, so it needs to be improved through strategic steps that will be designed and implemented by the cooperative.

Customer Perspective

1. **Member Retention**

Table7 Results of Member Retention Calculation

Year	Number of Permanent Members (1)	Total Members (2)	Results $\frac{(1)}{(2)} X100\ \%$
2022	2097	2142	97%
2023	2360	2397	98 %
2024	1852	2360	78%

Source: processed data 2025

Member retention indicates the percentage of members who remain active year after year. The cooperative's member retention rate was high in 2022 (97 percent) and increased to 98 percent in 2023.

The significant decline in 2024 to 78 percent was due to a decline in the value of permanent members in 2024. This decline was not necessarily due to the lack of socialization of cooperatives in retaining their members but the impact of the implementation of the new regulation of the Minister of Cooperatives and SMEs Regulation No. 2 of 2024 regarding members who do not meet the requirements such as not actively making savings, age requirements or bad credit must be cut. This could be an initial step for improving cooperatives in terms of recruiting members so that in the future they will be more selective in choosing members.

2. **Customer Acquisition**

Table8 Customer Acquisition Calculation Results

Year	Number of New Members (1)	Total Members previously (2)	Results $\frac{(1)}{(2)} X100\ \%$
2022	337	1805	19%
2023	300	2097	14 %
2024	336	1852	18%

Source: processed data 2025

Data shows that cooperatives' ability to attract new members remains relatively stable. The acquisition rate was 19 percent in 2022, dropping slightly to 14 percent in 2023, and then rising to 18 percent in 2024.

The increase in acquisitions in 2024 is a positive sign that the cooperative continues to successfully attract new members, despite declining retention rates for existing members. This success is particularly evident in the context of branch development. The cooperative's external image remains strong and attractive. This momentum can be strategically leveraged to rebuild loyalty and expand its network of potential new members. To attract members, the cooperative is implementing several strategies, including the AMAL (Members Seeking Other Members) program.

3. Customer Productivity

Table 9 Customer productivity results

Year	Savings Amount (1)	Amount of Credit in circulation (2)	Results $\frac{(1)}{(2)} X100\ \%$
2022	Rp4,203,872,400	Rp24,537,641,150	5.84 percent
2023	Rp4,589,010,000	Rp30,543,641,150	6.66 percent
2024	Rp3,144,366,858	Rp34,363,841,150	10.93 percent

Customer productivity is measured by comparing the number of outstanding loans to total member deposits. The measurement results show a significant increase over the past three years. This increase was driven by the increase in outstanding loans over the three-year period. However, when looking back at the figures in 2024, the value of deposits decreased compared to the previous two years.

4. Handling of Member Complaints

Regarding credit disbursement, we implement effective measures, starting with cooperative program outreach and member surveys, and then proceeding with the disbursement process. This ensures that we don't just provide loans, thus minimizing the risk of bad debt. Regarding bad debt, the cooperative also conducts a comprehensive survey of members. If their financial condition is deemed to be declining, credit restructuring is implemented, such as extending the loan term beyond the initially agreed-upon schedule.

The Balanced Scorecard concept emphasizes that performance measurement goes beyond determining the health of an organization and plays a crucial role in developing sound future plans (Prijambodo, 2022:15). The following strategies have been designed to align with the cooperative's overall direction and objectives. These strategies have been integrated with the cooperative's vision, mission, and objectives.

The results of measuring cooperative performance using the Balanced Scorecard approach demonstrate a close relationship between perspectives, forming a complete picture of the cooperative's condition. Assessments from the learning and growth perspective show an increase in the number of training sessions for administrators and management, demonstrating the cooperative's commitment to building internal capacity, which is considered very good. However, employee productivity has actually decreased, primarily due to the impact of declining SHU in 2024 due to branch expansion. This decline in productivity is then directly related to findings from the financial perspective, where the RoA and RoE indicators remain in the (Less Healthy) category, and SHU growth has even decreased drastically to negative values. This condition illustrates that despite strengthening human resource capacity, the expansion strategy still places a financial burden, so profits are not optimally reflected. This financial impact is also reflected from the customer perspective, as member retention has decreased due to new regulations and the cooperative's limited ability to maintain loyalty amid declining SHU, despite a decrease in complaints and continued relatively good new member acquisition. From the internal business process perspective, administrative cost efficiency shows very healthy results and is a key strength, but low asset productivity and infrastructure that is still in the sufficient category limit the cooperative's ability to optimize service to members.

This set of results demonstrates that strengthening the learning and growth perspective and achieving administrative cost efficiency have not yet fully impacted financial performance and member retention, as expansion and growth strategies still require significant resource utilization. Based on these results, although the cooperative's average performance score is in the fairly good category, the inter-perspective continuity emphasizes the need for a more balanced strategy between business expansion, financial strengthening, increasing member loyalty, and utilizing internal resources for the cooperative's sustainable development.

Overall, cooperative performance measurement is in accordance with the concept of organizational performance assessment. Performance is the result of an evaluation of activities carried out by an organization compared to predetermined criteria. Where the four measurement results from each perspective used are compared with previous performance and the results are concluded that the performance of the organization shows good. The results of KSP Kopdit Harmoni Jaya's performance measurement using the Balanced Scorecard approach obtained an average score of 3.0 which is included in the good category. The four perspectives, namely finance, customers, internal business processes, and learning and growth, show mutually reinforcing and sustainable performance, this can be seen from the relationship between each perspective, the suitability of the cooperative's strategy and vision and mission as stated in the strategy map are relevant to the concept of system theory which views organizations not as a collection of units that work alone, but organizations are units that work together and strengthen each other, referring to the results that occurred in 2024, several performance units need special attention such as improving the financial side by arranging financial strategies to obtain an increase in the remaining business results which will later have an impact on the value of RoA, RoE, tightening members and also utilizing assets to attract more customers.

These results also reflect that the cooperative has successfully aligned its operational strategy with its long-term goals. In line with the concept of Kaplan and Norton (1996), the Balanced Scorecard not only aims to measure final results in the form of financial indicators, but also emphasizes the relationship between internal processes, organizational learning, and customer satisfaction as the foundation for achieving financial success. Niven (2006) also emphasized that integrating these four perspectives can help non-profit organizations such as cooperatives maintain sustainability and provide added value to their members.

IV. CONCLUSION

Based on the results and discussion in the previous chapter, to answer the research objective of analyzing cooperative performance measurement using the balanced scorecard approach (case study of KSP Kopdit Harmoni Jaya, Kupang City), the performance analysis using the balanced scorecard at KSP Harmoni Jaya shows that the cooperative's performance is in the fairly good category with significant opportunities for improvement. From a learning and growth perspective, increasing training programs in 2023 and 2024 is a positive step in strengthening employee competency.

From an internal business process perspective, the cooperative is able to maintain operational cost efficiency and maintain administrative expenses in proportion to revenue. However, a decline in asset productivity in 2024 needs to be anticipated through more optimal management to ensure assets generate maximum revenue.

Financially, the cooperative's performance is quite stable, although ROA and SHU indicators declined in 2024 due to branch expansion. The increase in ROE to 9 percent indicates efficient capital utilization, suggesting that with better asset management, the cooperative's financial performance has the potential to improve in the near future.

From a customer perspective, member satisfaction has increased through a reduction in complaints, reflected in a decrease in bad debts. Member retention has decreased due to data collection efforts, but new member acquisition has shown a positive trend, indicating the cooperative's continued appeal to the public.

Overall, cooperatives have a solid foundation across all four Balanced Scorecard perspectives. Focusing on strengthening human resources, optimizing asset management, a balanced financial strategy, and enhancing member loyalty are key to ensuring business sustainability and enhancing competitiveness in the future.

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