



PERFORMANCE OF THE TARAKAN MEDIA TELECOMMUNICATIONS REGIONAL PUBLIC COMPANY BASED ON THE BALANCED SCORECARD

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ARTICLE INFORMATION	ABSTRACT
<i>Article History:</i> Received 10 Agustus, 2025 Revised 05 September, 2025 Published 25 Oktoberl, 2025 <i>Keyword:</i> Company Performance, Balanced Scorecard, Telecommunications Media	<i>This study aims to examine the performance of Perumda Tarakan Media Telekomunikasi using the Balanced Scorecard method. The Balanced Scorecard method measures company performance from both financial and non-financial perspectives. The Balanced Scorecard method has four perspectives in measuring company performance, namely the financial perspective, the customer perspective, the internal business process perspective, and the learning and growth perspective. The method used in this study is quantitative descriptive using secondary and primary data. The results of the study indicate that the performance of Perumda Tarakan Media Telekomunikasi measured using the Balanced Scorecard in the financial perspective shows poor performance because ROA and ROE are far below the standard, the customer perspective shows satisfactory results because the level of customer satisfaction is good, the internal business process perspective shows ineffective performance, and the growth and learning perspective shows poor performance because employee productivity fluctuates.</i>
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1. Introduction

Developments in the business world with increasing levels of competition have brought about major changes in various factors. These range from competition, production, marketing, human resource management, and the handling of transactions between companies and consumers, as well as between companies themselves. In global market competition, a key factor that plays an important role is the quality of human resources. This includes emphasizing product quality, cost, service, timely delivery, and other forms of satisfaction, as well as constantly evolving over time to keep customers satisfied (Zuniawan, 2020).

From this, a tool is needed that can measure performance so that we can know how far the previously determined strategies and targets can be achieved. Performance assessments play an important role in the development of the business world. The Balanced Scorecard (BSC) concept was developed to complement traditional financial performance measurement and serve as a tool for companies to reflect on new ideas. There

are four critical perspectives applied, including the financial perspective, customer perspective, internal business processes perspective, and learning and growth perspective. From these four perspectives, company management can easily measure the performance of each existing business unit while still considering all future interests, measure investments that have been made to develop the quality of human resources, systems and procedures to improve future performance, and assess intangible assets. In the previous explanation, the background of the problem was described, which requires further research to see the level of performance success achieved by companies through the application of the BSC concept. Based on the description of the background of the problem above, the author conducted research entitled "The Performance of the Tarakan Media Telecommunications Regional Company based on the Balanced Scorecard."

Problem Statement

1. How is the performance of Perumda Tarakan Media Telekomunikasi based on the the financial perspective of the balanced scorecard?
2. How is the performance of Perumda Tarakan Media Telekomunikasi based on the Balanced Scorecard customer perspective?
3. How does Perumda Tarakan Media Telekomunikasi perform based on the balanced scorecard internal business perspective?
4. How is the performance of Perumda Tarakan Media Telekomunikasi based on the balanced scorecard learning and growth perspective?

2.Literatur Review

2.1. Agency Theory

Agency theory, proposed by Jensen and Meckling (1976), explains the conflict of interest between principals (owners) and agents (management) resulting from the separation of ownership and management of a company. This conflict is exacerbated by information asymmetry, which allows management to present financial information that is biased or manipulated. As a result, agency costs arise, which are the costs of supervising and ensuring the accountability of agents. Then, the agent receives certain tasks from the principal and bears responsibility for those tasks. Meanwhile, the principal also has the responsibility to reward the agent for the services provided (Sari, 2022).

2.2 Company Performance

Performance is an act of measuring various activities present in a company's assessment model. The results of the measurements are then used as feedback to obtain information related to the achievements of a plan's implementation and points that indicate the company needs certain adjustments to its planning and control activities (Suhada & Hendrayanti, 2019).

2.3. Balanced Scorecard (BSC)

According to Kaplan and Norton (2000), the balanced scorecard is a method of assessment that encompasses four perspectives in measuring company performance, including financial perspective, customer perspective, internal business processes, and learning and growth. The balanced scorecard is a concept that aims to support the realization of a company's vision, mission, and strategy, emphasizing four areas of study, including the financial perspective, customers, internal business, and learning and growth, with long-term targets.

2.4. Financial Perspective

In BSC, the financial perspective of the company must remain in focus because financial measures are a tangible form of economic consequences. This is also due to the attitude of management, which is able to maximize results. Several financial targets may differ in each stage and cycle of the business cycle.

2.5. Customer Perspective

The Balanced Scorecard helps measure violations that affect the company's operational activities. When a company plans to achieve financial performance that tends to be superior in the long term, it needs to be able to create products or services with unique value that are more appealing to consumers.

2.6. Internal Business Process Perspective

Business processes that occur internally or within a company can be viewed through the application of value-chain analysis. Management critically identifies internal business processes and turns them into competitive advantages for the company. From the same perspective, BSC can help managers understand the progress of ongoing business activities and which products and/or services meet customer needs or desires. This perspective requires greater caution in its design and must be carried out by parties who deeply understand the company's mission.

3. Research Methodology

3.1 Research Design

The research was conducted using a quantitative approach and presented using a descriptive method. This research is classified as descriptive research with a quantitative approach because it uses numerical data for analysis and to describe the phenomenon of the Perumda Tarakan Media Telekomunikasi company.

3.2. Research Object

The object of this research is the company's performance, which will be analyzed using a balanced scorecard. The location of the research is at Perusahaan Umum Tarakan Media Telekomunikasi in Tarakan City, while the research period was from November 2024 to February 2025. Population and Sample The population and sample used in this study will be divided based on the perspective of each research method, including financial, customer, internal business, and learning and growth perspectives

3.3. Type and Source of Data

Data Primary Data

Primary data is data obtained by being collected directly in the field by researchers from informants. The primary data used in this study was collected using a questionnaire technique for customers of Tarakan Media telecommunications and viewers of Tarakan TV Station.

Secondary Data

Secondary data is a type of data that is related to information and taken from previously existing sources, such as important documents and research archives used as additional data. The archives obtained are in a finished or completed form, generally in the form of publications.

3.4. Data Collection Techniques

Technique

Collecting data from written documents such as financial reports, annual reports, and company policy documents (Banding, 2024).

Questionnaires

Questionnaires are designed for research purposes so that they can be used as relevant research material. Questionnaires are distributed to research samples (Ardhani, 2024). In this study, the questionnaires are based on indicators found in the broadcasting behavior guidelines (P3) and broadcast program standards.

4. Results and Discussion

Overview

Tarakan Media Telekomunikasi Regional Public Company is a Regionally Owned Enterprise, formerly known as the Tarakan Media Televisi Local Public Broadcasting Institution (LPPL). Tarakan TV has a license from the Minister of Communication and Information Technology Decree Number 1082 of 2015 concerning the Broadcasting License for Local Public Broadcasting Institutions for Television Broadcasting Services LPPL Tarakan Television Media Mandiri and is owned by the local government because it was established by Local Regulation Number 3 of 2009 concerning the Establishment of Local Public Broadcasting Institutions (LPPL) Tarakan Television Media Mandiri. **Return on Assets (ROA)**

	2021	2022	2023
Net Profit (IDR)	- 861,839.02 2	-738,164,527	-215,263,862
Total Assets (IDR)	2,350,315.171	1,612,150,644	1,396,886,782
Profit	-3.66%	-4.57%	-1.54

The ROA of Perumda Tarakan Media Telekomunikasi in 2021 was -3.66%, in 2022 it was -4.57%, and in 2023 it was -1.54%. This calculation is obtained from the net profit in the income statement and total assets in the balance sheet of Perumda Tarakan Media Telekomunikasi's financial report. This shows that there was a decrease of 0.91% from 2021 to 2022 and in 2023 there was an increase of 3.03% from the previous year.

Return on Equity (ROE)

	2021	2022	2023
Net Profit (IDR)	-861,839,022	-738,164,527	-215,263,862
Total Equity (IDR)	1,929,148,399	1,190,983,872	975,720,010
Result	-4.46%	-6.19%	-2.21%

ROE of Perumda Tarakan Media Telekomunikasi in 2021 was -4.46% and

in 2022 by -6.19% and in 2023 by -2.21%. This calculation is based on net profit and total equity in the income statement of Perumda Tarakan Media Telekomunikasi's financial report. This shows that Perumda Tarakan Media Telekomunikasi's ROE decreased by 1.73% from 2021 to 2022 and increased by 3.98% in 2023 from the previous year.

Debt-to-Asset Ratio

	2021	2022	2023
Total Debt (IDR)	421,166,772	421,166,772	421,166,772
Total Assets (IDR)	2,350,315,17	1,612,150,644	1,396,886,78
Result	18	26	30

The debt-to-asset ratio of Perumda Tarakan Media Telekomunikasi in 2021 was 18%, in 2022 it was 26%, and in 2023 it was 30%. This calculation was obtained from the total debt and total assets in the balance sheet section of Perumda Tarakan Media Telekomunikasi's financial report. This shows that the debt to asset ratio increased by 8% from 2021 to 2022, and in 2023 there was an increase of 4% from the previous year.

Customer Perspective

The customer perspective is measured by the level of satisfaction of Perumda Tarakan Media Telekomunikasi broadcast viewers. Customer satisfaction is measured using a five-point Likert scale questionnaire.

No	Statement	Average	Interpretation
1	When you watch Tarakan TV broadcasts, the announcer's voice broadcasting educational and entertainment programs is clear	3.89	Good
2	When you watch Tarakan TV broadcast programs, the announcer's intonation is clear.	3.93	Good
3	When you watch Tarakan TV broadcast programs, the script read by the announcer matches the broadcast	4.05%	Good
4	After watching Tarakan TV's broadcast program, you are satisfied with the clothes worn by the announcers	3.91%	Good
5	After watching the Tarakan TV broadcast program Tarakan TV, you are satisfied with the images displayed	3.77	Good
6	When you watched the Tarakan TV broadcast program, the broadcast time is appropriate	3.77%	Good
7	When you watch a program Tarakan TV broadcast, the broadcast is accurate (on target)	3.88%	Good
8	When you watch Tarakan TV broadcast programs, the lighting is used to its fullest potential	3.57	Good
9	Tarakan TV broadcasts respect differences in ethnicity, religion, race, and social groups, including cultural diversity, age, gender, and/or socioeconomic life.	4.16%	Good
10	Tarakan TV broadcasts use proper and correct Indonesian as the main language of communication, both written and spoken, except for programs broadcast in regional languages or foreign languages.	4.11%	Good
11	Tarakan TV broadcasts do not feature coarse language or profanity, either verbally or nonverbally, that tend to insult or demean human dignity.	4.28	Very Good

12	Tarakan TV broadcasts do not contain pornographic content	4.38	Very Good
13	Tarakan TV broadcasts programs that do not contain false news, and based on facts, no hoax or fabricated information	4.26	Very Good
14	Tarakan TV broadcasts programs that do not mix facts and personal opinions, meaning they do not present facts mixed with opinions.	4.14	Good
Average Broadcast Quality Rating		4.08	

The broadcast quality indicates that customers are satisfied with Perumda Tarakan Media Telekomunikasi's broadcasts, which provide sufficiently good quality for viewers. Internal Business Perspective This perspective is measured using manufacturing cycle effectiveness (MCE). MCE is used in this perspective to measure the time efficiency required by Perumda Tarakan Media Telekomunikasi to produce broadcasts on Tarakan TV.

Process Time	36 Hours
Waiting Time	2 hours
Transfer Time	24 hours
Inspection Time	4 hours
Total Completion Time	66 Hours
Processing Time	36 hours
Completion Time	66 Hours
Result	0.54

$$\text{MCE Ratio} = \frac{36}{36+2+24+4} = 0.545 \text{ rounded to } = 0.54$$

An MCE value of 0.54 means that only 54% of the time used is truly value-added, and the rest (46%) is time that does not provide added value (waiting time, travel time, inspection time). The calculation results show that the MCE of Perumda Tarakan Media Telekomunikasi is 0.54, which is categorized as poor because ideally the MCE should be close to 1 (100%). Growth and Learning Perspective The performance measurement used in this perspective is employee retention, which is measured by employee turnover.

Employees per Year		23	
Average Employee 3 Years		23	
Years	2021	2022	2023
Employees Leaving	2	2	4
Results	9.1	9.1	19

When comparing 2021 and 2022, Perumda Tarakan Media Telekomunikasi was able to maintain its employee retention rate, while in 2023 it experienced an increase of 9.9%. The increase in turnover is not good and can be detrimental to the company because with many employees leaving, there will be an adaptation process that takes time

5. Conclusion and recommendations

5.1 Conclusion

1. From a financial perspective, using the ROA and ROE ratios, the company falls into the poor category. However, when considering the debt-to-asset ratio, the financial performance using *the Balanced Scorecard* of Perumda Tarakan Media Telekomunikasi falls into the poor category.
2. The customer perspective is measured by looking at the level of customer satisfaction with the quality of Perumda Tarakan Media Telekomunikasi's broadcasts, which is categorized as good.
3. The internal business process perspective, through the effectiveness of internal business processes using *Manufacturing Cycle Efficiency* (MCE), shows that performance is not running effectively.
4. The growth and learning perspective is measured by employee *turnover* at Perumda Tarakan Media Telekomunikasi. The results of employee *turnover* indicate poor performance.

5.2 Recommendations

Continue to optimize financial performance and improve ROA and ROE to avoid negative figures in order to maximize company profits. One way to do this is by innovating in asset and cash management so that assets and cash can benefit the company, thereby increasing profits. The company also needs to conduct

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