

# PROCEEDINGS

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# **PROCEEDINGS BOOK**

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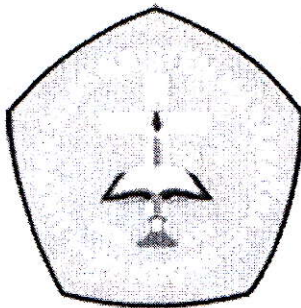
**PROF.DR. ASEP HERMAWAN**

**HUSNA LEILA YUSRAN, SE, MM**

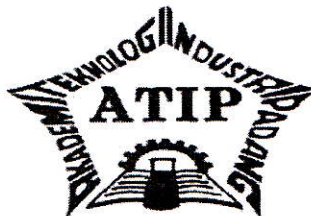
**IWAN EKAWANTO, SE, MM**

**HOSTS :**

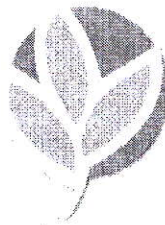
Faculty of Economics  
Maranatha Christian University  
Bandung, Indonesia



Akademi Teknologi Industri Padang



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## CONTENT

A Message from the Conference Chair	viii
Keynote address	viii
Hosts	xi
Advisory Board	xi
Scientific Committee/Reviewer	xii
Session Chairs	xii
Committee	xiii
Organizer	xiii
Conference Schedule	xiii
Conference Tracks Schedule	xiv
List of Presenters	xxi
List of University/Company	xxiii
<b>Economics</b>	
Ecological Sustainability Management: A Case Study Of Bangkok Tree House, Lodging Business In Thailand <i>Samart Plangpramool</i>	1
Technological Innovation And Environmental Policies Design <i>Anetta Caplanova</i>	11
Some Measures Of Location In Analysis Of Wages <i>Milan Terek, Jan Lisy, Eva Muchová and Nguyen Dinh He</i>	17
Efforts To Achieve An Inclusive Development And Growth In Indonesia: A Story From Jakarta <i>Husna Leila Yusran, Tulus Tambunan</i>	24
Analysis Of Muzakki's Understanding And Compliance <i>Tika Widiastuti</i>	35
The Comprehension Of Fishery Farm Entrepreneur In Issuing Zakah Fulfillment (Case Study: Farm Entrepreneur In Kalanganyar Sedati Sidoarjo) <i>Meri Indri Hapsari, Basroni Rizal Amrullah</i>	44
The Stability Of Islamic Banks In Indonesia <i>Muhammad Fakhri Husein</i>	54
Implementation Of Maqashid Al Sharia As A Model Of Economic Development Agriculture In East Java <i>Sri Herianingrum</i>	69
The Influence Of Export, Import, Foreign Reserve Currencies, Central Bank Rate Of Interest And Inflation Rate On IDR Exchange Rate To USD From January 2011 To December 2013, A Case From Indonesia <i>Siti Purnami Sunardiyaningsih, Mia Laksmiwati</i>	78
<b>Finance and Accounting</b>	
Motivation For CSR Practices: Evidence From Financial Services Industry <i>Mohd Rizal Muwazir, Noradilah Abdul Hadi</i>	95
The Impact Of Brand Value On Stock Price <i>Canan ERYİĞİT, Mehmet ERYİĞİT</i>	103



The Competitiveness Of Thailand's Poultry Industry <i>Warat Changsumlee, Sakda Siriphatrasophon</i>	353
The Effectiveness Of Expatriate Managers: A Standardized Of Thai Industry On The Qualified Candidates Toward Asean 2015 <i>Sirintorn Thepmongkorn</i>	363
Factorial Analysis Of FDI From China Into Thailand <i>Onanong Pobwandee, Montri Wiboonrat</i>	370
<b>Mix Issues</b>	
Improving The Academic Environment Through Computerized Optimization Tools: A Success Story At The Largest Gulf University <i>Anis Gharbi</i>	479
Corporate Social Responsibility (Csr) Disclosure In Banking Industry In Indonesia <i>Caroline Fernita, Eristia Lidia Paramita, Mitha Dwi Restuti And Paskah Ika Nugroho</i>	491
Information Technology Governance In Satya Wacana Christian University By Using COBIT Framework <i>Prihanto Ngesti Basuki, Elisabeth Penti Kurniawati And Paskah Ika Nugroho</i>	507
Maximizing Stakeholders Value Through Good University Governance (GUG) In Higher Education Institutions <i>Imelda Junita, Nonie Magdalena</i>	523
Electrical Consumption Model: Implementing A Cost Monitoring And Controlling Tool At King Ice Man <i>Surapol Svetsomboon and Gamon Savatsomboon</i>	534
The Analysis Of Additional Knowledge And Skill Needed By College Students To Become Entrepreneur, A Case Study In Non-Business Management College <i>Ester Edwar, Peni Shoffiyati</i>	546
Analysis of Barriers in Environmental Supply Chain Management <i>Sanjay Jharkharia</i>	553
Improvement Of The Corporate Performance By Applying Corporate Governance With The Balanced Scorecard Method <i>Mathius Tandiontong, Jimmy Auboerny</i>	563
<b>Human Resource Management</b>	
Generation Y's Attitude And Motivation Towards The Service Learning: An Exploration Of International College Students <i>Thaksaorn Srisangkajorn</i>	577
Does Organizational Justice Have Effect On Empowerment? A Study In Turkish Business Context <i>Kubilay ÖZYER, Öznur Azizoğlu, Mihriban CİNDİLOĞLU And Recep ERYİĞİT</i>	585
The Differentiation Analysis Of Entrepreneurial Characteristics Based On Gender And Compensation In Prudential Agent Insurance Bandung <i>Henky Lisan Suwarno, Felicia Abednego</i>	599
The Implementation Of 9 Leadership Behaviors In Universities Learning Process (A Study : Survey Through Samples Of Students In Maranatha Christian University) <i>Anthonyus</i>	611
Organizational Culture And Brand Management : A Case Study Of Thailand's Health Care Service <i>Kumutinee Worasuwan</i>	624



## **IMPROVEMENT OF THE CORPORATE PERFORMANCE BY APPLYING CORPORATE GOVERNANCE WITH THE BALANCED SCORECARD METHOD**

**Mathius Tandiontong**  
**Jimmy Auboerny**  
Maranatha Christian University

### ***Abstract :***

*Improvement of the corporate performance as an implication from the corporate governance implementation can be encouraged with the Balanced Scorecard method. This research is intended to examine how extent the effect of Balanced Scorecard method in the Corporate Governance implementation on performance improvement in banking system.*

*The research methodology used in this research is a descriptively verificative approach. Data was collected through questionnaire distribution to targeted respondents, and limited interviews or documentary study as efforts to add explanatory elements from survey outcomes. Its analytical unit is PT. Bank Negara Indonesia (Persero) Tbk. Sampling was made by simple proportionally randomized method. Its data analytical and testing techniques were carried out by path analysis.*

*The research's findings showed that application of the Balanced Scorecard method has a positive influence on Corporate Governance implementation and organizational performance. Thus, corporate governance implementation has also positive effects on organizational performance.*

**Keywords :** *Improvement of performance, Implementation Corporate Governance, Balanced Scorecard Method*

### **INTRODUCTION**

Seeing to currently so rapid and hot banking industrial expansion and competition, it becomes stimuli for every banking system to develop an effective strategy in reaching its competitive advantage. Banking system must of course make some efforts for continuous increasing performances for the sake of its survival, where it needs in turn to develop a corporate strategical planning as an absolute requirement. A good and excellent strategy will be created from strategic management devices that has comprehensive capability to see existing perspective in a particular organization. In addition, measurement of performance that rest only on financial aspect will less relevant with currently performance requirements. It is a consequence from rapid moving competitive environment, so it will not whatever informations about we will take now and in the future for the sake of corporate's improvement of performance.

Application of corporate governance has been an imperative for banking industry in Indonesia, especially after monetary crisis occurrence in 1998. For this reason, throughout the National Governance Policy Committee was arranged a GCG guidelines in 2001 and it was revised ini 2006. This GCH guideline adopts the GCG issued by Organization for Economic Co-operation and Development in 2004. These

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principles include six aspects. First, ensuring the basis for an effective corporate governance framework. Second, the rights of shareholders and key ownership functions. Third, the equitable treatment of shareholders. Fourth, the role of stakeholders in corporate governance. Fifth, disclosure and transparency. Finally, the responsibilities of the board. (Nur Satyo Kurniawan, 2012).

The Bank Indonesia NOMOR 8/4/PBI/2006 regulation about "Implementation of GCG for Public Banking System" through Bank Indonesia stated:

- a) that with more complicated risks faced by banking system, so it will also increase demand for GCG practices by banking system;
- b) that in efforts to improve Banking system's performance, to protect its stakeholder interest and to increase obediences on effective regulations and prevailing ethical values in banking industry, it is urgently required for GCG implementation;
- c) that improvement in GCG implementation quality is one of efforts to create a strong internal condition in national banking system fit with Arsitektur Perbankan Indonesia (API);
- d) that based on considerations as stated in *a, b, and c* points above, it is necessary assumed to specify a new Bank Indonesia's Regulation about Implementation of GCG for public banking system.

The Corporate Governance applied by management can be improved through monitoring mechanism for various perspective alignments, both internal or external organization as it was stated by Kaplan and Norton (1996) in which it is said important to see various aspects out of financial aspect for reaching a balance in measurement of performance. For this long time, measurement of performance applied by banking system rested generally on financial aspect only; such measurement did not sufficiently reflect real performance condition perceived by a particular organization or overall banking organizations. It relates with various parties, both in and out organizations as standing stone to equal with profitability-dimension Scorecard, such as customer satisfaction, product or service quality, employee loyalty aspects, and so on.

One easy applicable alternative in measurement of performance is the Balanced Scorecard (BSC). It has a specific excellence for strategic planning. It is capable to improve strategy with comprehensive, coherent, and balanced characteristics. This device is a performance gauge that may combine all existing perspectives for objectives and visions achievement specified by company. Approaches used in this BSC is to describe organization vision to be understandable actions by each organizational elements.

Meanwhile, problems to be identified here is, how extent is the effect of Balanced Scorecard system in implementing a Good Corporate Governance (GCG) on improvement of performance in banking system?

## **CONCEPTUAL OVERVIEW**

### **Balanced Scorecard**

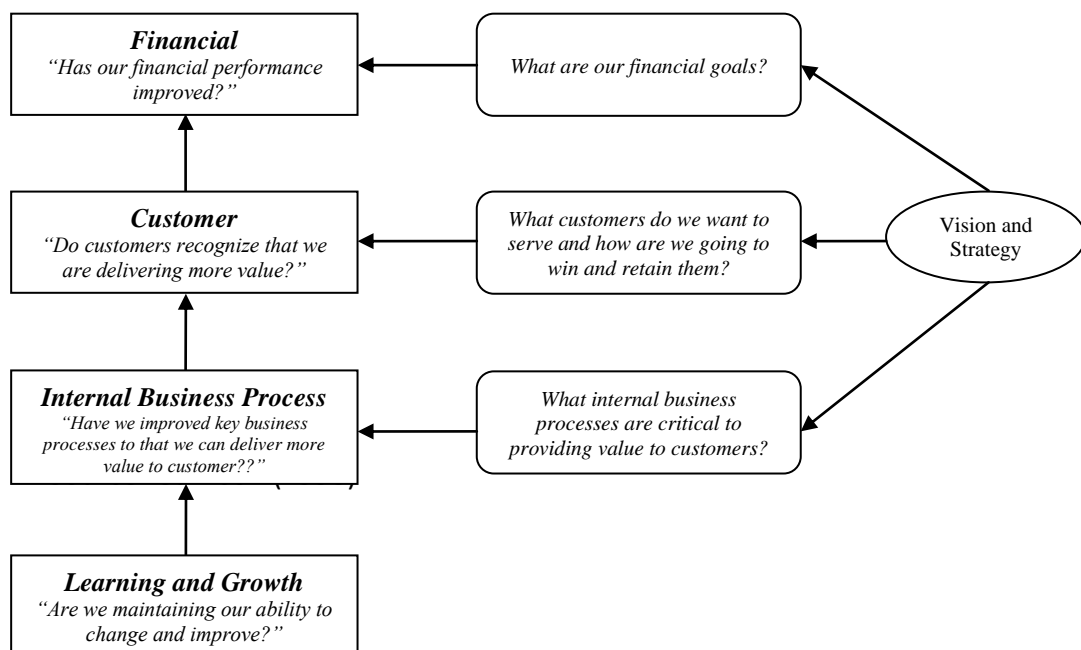
Definition of *Balanced Scorecard* is a comprehensive performance evaluating method that provide for measurement platform and strategic management system.

while the application of the Balanced Scorecard to measure the performance of companies Wheelen & Hunger states, The balanced scorecard combines financial measures that tell the result of actions already taken with operational measures on customer satisfaction, internal processes, the corporation's innovation and improvement activities-the drivers of future financial performance. (2000:238).

Kaplan and Norton (1996) also suggest a concept of balanced scorecard consisting of two words, *scorecard*, a score card that record scores for individual performance, and *balanced*, consisting of internal and external aspect, meaning that an individual whom record his or her performance must pay attention on equilibrium aspect between financial and non-financial performance achievement, short- and long-term performance, and internal and external performance. There had been a substantial balanced scorecard (BSG) researches; however, they generally provided emphasis on four perspectives, namely, financial, customer, internal business process and learning and growth process. Kaplan and Norton (1996) provided their explanations as (a) Financial Perspective Measure. (b) Customer Perspective Measure. (c) Internal Business Process Perspective Measure. (d) Learning and Growth Perspective Measure.

If it is well related with organization strategy and objectives, a balanced scorecard will effectively manage and pay performance attention. It is also used from highest to lowest rank, therefore, every individual is engaged in organization's formulation and discussion. Consequently, it may be assumed that balanced scorecard has been a core management control system (Daft, 2012). Constraints in balanced scorecard application, according to Daft (2012) opinion, scorecard is not practically fitted for every organization in every situation. If a manager applied it with performance-oriented measurement than performance management that will link up target and measurement with organization strategy, its application can truly inhibit or even reduce such organization performance.

### Performance Measures



### **Corporate Governance**

The term *Corporate Governance* (CG) was firstly introduced by the Cadbury Committee in 1992 in their report well-known as the Cadbury Report (Tjager dkk, 2003). There are many definition for this term in which their definition is usually based on its influencing theories, such as (a) shareholding theory and (b) stakeholding theory. Definition of the Corporate Governance, according to the FCGI (Forum for Corporate Governance in Indonesia) is as follows: a series of regulations that govern relations between shareholders, managers, creditors, government, employees and another internal and external stakeholders in relation with their respective rights and duty. Or, in another words, it is a system that govern and control organization". This above definition assume a corporate governance as a series of relationship among company's management party, board of director and shareholders, and another parties whom have interest on it. The corporate governance also implies presence of structure, instruments in reaching corporate's objectives and supervision for performance.

Definition of this corporate governance continuously perceive a development, and according to the World Bank (Sjahputra, 2002:4) definition, "Corporate Governance is a collection of law, regulation and principles that must be fulfilled with expectation this collection can encourage organizational sources to efficiently operate, result in a continuous long-term economic values to shareholders or surrounding community. From above definitions, it can said that a GCG try to keep an equilibrium in reaching economic and community objectives.

For assurance of GCG implementation, Bank Indonesia must implement and look for forms of supervisory banking system that fit with explanations in Bank Indonesia No. 8/14/PBI/2006 Regulation about implementation of GCG in public banking system, that

1. Give an obligation to banking system to do GCG's measurement of performance by self-assessment on its implementation sufficiency and such self-assessment outcomes must be reported to Bank Indonesia in regular way.
2. Give an obligation to banking system develop its implementation report.

The Self Assessment aims to help company in understanding of GCG conditions in attempt to create a bank's consciousness attitude on GCG implementation. Through GCG, related company can build a market confidence and drive a more stable international investment inflow and has long-term character. Meanwhile, according to Sjahputra (2002:9), the GCG benefits are : Improvement in communication, Minimizing potential conflicts, Focused on primary strategies, Productivity and efficiency improvement, sustainability of benefit, Corporate image promotion, Increased customer satisfaction, Acquisition of investor confidence.

### **Improvement of performance through Corporate Governance implementation by using the balanced scorecard method**

Armstrong and Baron (1998a) define performance management as: "a process for establishing shared understanding about what is to be achieved, and an approach



to managing and developing people in a way which increases the probability that it will be achieved in the short and longer term". In parallel with above definitions Hartog (2004) states that: "Performance management deals with the challenge organisations face in defining, measuring, and stimulating employee performance with the ultimate goal of improving organisational performance".

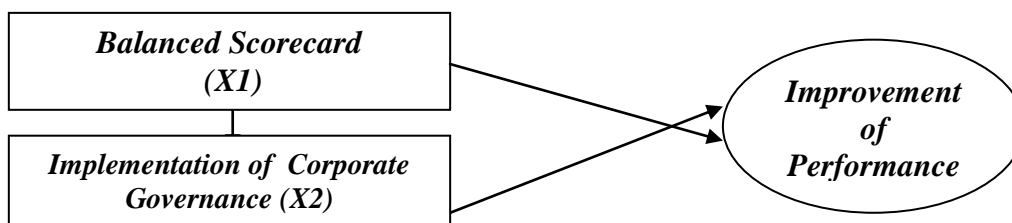
A good balanced scorecard must have a mix of measurement on output and working trigger. An output measurement without any working trigger can't communicate a specific obtained output and it didn't provide a preliminary indication about the successful strategic implementation. In another words, a working trigger without output measurement will allow a business unit to reach a short-term operating improvement, but it will fail to show what operating improvement has been translated into business by customers and potential customers, and it will finally increase operating performance.

Nasution (2007) argued that a banking industry has a more rigid regulation if it is compared with another industries. Bank Indonesia uses financial reports as basis in banking status determination, whether such bank is health or not. Because banking industry is a "confidential" industry, thus it is required for a mechanism in minimalizing profit management applied by banking system.

The GCG is one of means to minimize such profit management practices in business world management. The managerial engineering has been a culture in business world as consequence from, firstly, accounting rules and standards, weak transparency and auditing. Secondly, supervision and controlling system that has not been optimal. Thirdly, moral hazard and adverse selection that has tendency to prefer personal and group interest and prosperity. Thus, in banking system's operation, must be paid special attention on the Bank Indonesia No.8/14/PBI/2006 Regulation specification for implementation.

Throughout an effective GCG implementation, it is expected to reduce profit management occurrence conducted by managers. In relation with such practices, stakeholders can know about information on organization's performance and condition that actually fit with financial report's qualitative characteristics. The interested parties with financial report must always fulfill Statement of Financial Accounting Standards (SFAS) No. 1 PER 1 July, 2009 (2009:2) specifications.

Based on research problems and reviews conducted on above theories, thus theoretical frameworks that would be proposed ini this study is the following one:



**Research's Framework**

Based on research problems conducted in formerly researches, thus an hypothesis proposed in this research is : ***“There are Balanced Scorecard’s effects in Implementation of Corporate Governance to improve management performance”***.

## **METHODS**

This research uses a descriptive method; it illustrated what corporate had ever performed in accordance with facts and events in it and those are furthermore treated as data for analysis by path analysis application.

Its variables are made into operation by referring all variables in formulated hypothesis; independent variables, consisting of two subvariables, balanced scorecard as  $X_1$  variable. It observes organizational performance through financial, customer, internal business process perspectives and learning/growth process. Meanwhile, corporate government is made to be  $X_2$  variable in which transparency, self-sufficiency, responsibility, accountability, dan fairness are treated as principles for operations by management. All organizational performance is identified as dependent variable (Y), including observed achievements throughout relevance, sensitivity, realibility, acceptibiity, and practices.

Population based on minimal required number of samples is 42 respondents, meanwhile total respondents in every organizational units are totally 63 respondents. Meanwhile, typical data used in this research consisted of quantitative and qualitative data as primary data from questionnaires and secondary data collected from financial and management reports issued by corporate.

Before drawing of conclusions about causalitative relationship in path diagram, significance test is formerly carried out for respective coefficient values. Its calculation may be collectively or individually (see appendix).

## **RESULTS AND DISCUSSION**

### **Respondent’s Descriptive Analysis Output**

In order to know responses from all respondents on every indicators and variables in the research, it is made categorization on respondent’s scores through average of total respondent’s score. In this research, analysis for balanced scorecard method is measured by 4 perspectives and operated within 16 statements. The following is respondent’s score for all respective statements.

#### **Financial Perspective**

Illustration of financial perspective in PT. Bank Negara Indonesia (Persero) Tbk. is presented in attached table. From respondent’s scores in table, it is shown that financial perspective has a sufficient high value. It is reflected in respondent’s reply that majority of them agrees and highly agree with the four statements in financial perspective.

#### **Customer Perspective**

Illustration of customer perspective in PT. Bank Negara Indonesia (Persero) Tbk. is listed with mean scores as 4.22. From respondent’s acculation scores in table (attached) can be known that, customer perspective on this organization is good on



those five points of customer perspective statements. However, respondent's reply distribution showed that there are still majority respondents are ambiguous whether organization made customer and market segment identifications for its profitability purposes and customer perspective processing in providing the best value to its customers as well as to encourage itself improvement in financial performance.

#### **Perspective of Internal Business Process**

Illustration about perspective of internal business process is summarized in recapitulated values as Mean Scores 4.15. From accumulation of respondent's reply presented in table (attached), it can be known that perspective of internal business process for this organization is good. It is reflected from respondent proportion that majority agrees and highly agree on three questions about this perspective. However, if respondent's reply distribution for respective statements is seen, majority of them are in fact still ambiguous that this organization still produce less innovative product and services for its large and competitive business expansion and development with respect to market demand.

#### **Learning/Growth Perspective**

Illustration of learning/growth perspectives in PT. Bank Negara Indonesia (Persero) Tbk. is summarized in recapitulation of mean scores as large 4.16. From accumulation of respondent's reply, it can be understood that learning/growth perspective in this organization is good (see, attached table). This case is reflected in respondent proportion that majority agree and highly agree on the four statements in learning/growth perspective. However, if respondent's reply distribution is seen, there are majority of respondents does still disagree with received rewards with the work burden imposed by management on employees for their involvement in corporate's decision making.

#### **Descriptive Analysis for Implementation of Corporate Governance**

Implementation of corporate governance is measured by 5 dimensions and made into operation with 20 points in statement formation. Respondent's reply to these statements is presented in tables (see, attached appendix).

#### **Transparency**

Its illustration is presented in corporate governance recapitulation with mean scores as large 3.63. From respondent's reply accumulation, it is seen that it has a high scores. This is reflected from majority respondents whom disagree with those four statements about this transparency dimensions. However, if respondent's reply distribution, there are majority of respondents are still ambiguous that management is still sometimes not transparent in providing information needed for internal audit purposes and provided access for anybody wants to read company's financial report in Internet.

#### **Self-Sufficiency**

Self-sufficiency illustration in PT. Bank Negara Indonesia (Persero) Tbk. about self-sufficiency dimension is recapitulated in mean scores as 3.62. Through respondent's reply accumulation provided in table (attached), it can be seen that corporate governance's self-sufficiency scores in this company is high one. It is reflected in respondent's reply where majority of them still disagree that board of directors is selected because they have kinskip tie with director or majority shareholders.

### **Accountability**

Illustration about accountability in corporate governance in PT. Bank Negara Indonesia (Persero) Tbk. is summarized in mean score recapitulation output as 4.05. From respondent's reply accumulation in table (attached) it can be known that corporate governance accountability in this organization is high. It is reflected from proportion of respondents who majority agree and highly agree on those four statements in accountability dimension. However, if such respondent's reply distribution is seen, there are majority of them are still ambiguous with board of director independency in providing their inputs do managing director about organization policy.

### **Responsibility**

The responsibility illustration about corporate governance in this organization is summarized in recapitulation output of mean scores as 4.01. From accumulation of respondent's reply in table (attached) it can be seen that responsibility in corporate governance dimension in this organization is high one. It is reflected in proportion of respondents that majority of them agree and highly agree with those four statements in responsibility dimension. However, if respondent's reply distribution is seen, there is in fact majority of them disagree that such organization had protected its shareholder's rights and there are some respondents did not believed that this organization had provided sufficient working opportunity to community.

### **Fairness**

Illustration about fairness of corporate governance in this organization is summarized in recapitulation output of mean scores as 3.76. From respondent's reply accumulation as it is attached in table, it can be seen that such fairness dimension has been high. It is reflected in their proportion in which they are majority agree and highly agree with statement about such fairness dimension. However, if their reply distribution is seen, there are many respondents are ambiguous that even if early RUPS is conducted, management will inform this yearl RUPS at least 28 business days before its day execution. They are also ambiguous about employee's right fulfillment by organization with respect to effective specifications.

### **The Management Performance Desriptive Analysis**

Performance of management is measured through 5 indicators and made into operation in 6 statements. Accumulation of respondent's reply on each statements about management performance is 3.90 (mean scores). From respondent's reply accumulation in tables (see, appendix) can be knew that management performance is



categorized as high one. It is reflected by majority respondents agree and highly agree with these six statements in performance variable. However, if respondent's reply is seen, there are ambiguity respondents with employee's initiatives in working management operation. There are also some respondents whom show their ambiguity that management understand and accept well employee's working achievement and easy in their work execution fits with leadership instruction.

### **Analysis of management performance improvement through implementation of corporate governance with balanced scorecard method.**

The larger balanced scorecard's influence on implementation of GCG is expected to bring about increased management performance. In this research, testing would be executed in two phases, firstly, balanced scorecard's influence is tested on implementation of good corporate governance; second, effect of balanced scorecard and implementation of the GCG against management performance.

Due to limitation in measuring scales for research variable data (ordinal scale), thus before testing for balanced scorecard method effects and implementation of the GCG effect toward management performance, such ordinal data is firstly converted into interval scale by method of successive internal. According to research hypothesis proposed, data will be tested by path analysis. Results of computerized path analysis with LISREL 8.7 software, it was obtained path coefficient for balanced scorecard and implementation of the GCG toward management performance as follows:

Table : Path Coefficient of Balanced Scorecard Variable toward Implementation of GCG on Performance

Sub-structures	Path	Coefficient	t <sub>count</sub>	R <sup>2</sup>
First	X <sub>1</sub> → X	0,6965	75,802	0,4851
Second	X <sub>1</sub> → Y	0,3441	31,148	0,6166
	X <sub>2</sub> → Y	0,5058	45,781	

Resource: Lampiran Output Jalur

The balanced scorecard method result in 48.15% effects on implementation of corporate governance and remainder as 51.49% was affected by other unstudied factors. Furthermore, balanced scorecard and implementation of corporate governance result in simultaneously 61.66% effects on management performance, meanwhile, its 38,34% remainder comes from other factors out of balanced scorecard and implementation of corporate governance.

### **Testing of the First Sub-Structure Path**

In first substructures, balanced scorecard take roles as independent (exogenous) variable and GCG implementation as dependent (endogenous) variable.

For demonstrating that balanced scorecard then provide its effect to implementation of the GCG in this organization. Based on processing output in Table (See; appendix), it was obtained balanced scorecard's coefficient of path toward implementation of the GCG as large 0.5965 with  $t_{\text{count}}$  value as 7.5802. meanwhile  $t_{\text{table}}$  in 5% error and 61% freedom degrees, it was obtained  $t_{\text{table}}$  value as 2.000 for two-way testing. Because  $t_{\text{count}}$  (7.5802) balanced scorecard variable  $>$   $t_{\text{table}}$  (2.000), thus it is decided in 5% error degrees to reject  $H_0$  and  $H_a$  is accepted. Thus it can be drawn conclusions that balanced scorecard result in influence on implementation of GCG in this company, where balanced scorecard result ini 48.51% effect on employee's implementation of the GCG.

### Testing of the Second substructure Path

In the second substructure, balanced scorecard and implementation of GCG variables take roles as independent (exogenous) variable and management performance as dependent (endogenous) variable. Furthermore, for demonstration whether balanced scorecard and implementation of the GCG result in influences on management performance, both collectively and partially.

#### a) Collective Test

From  $F_{\text{table}}$  for 5% significance level and freedom degree (2.60),  $F_{\text{table}}$  value is obtained as 3.150. Because  $F_{\text{count}}$  (48.247)  $>$   $F_{\text{table}}$  (3.150), thus it is decided in 4% error degrees to reject  $H_0$  and  $H_a$  accepted. Furthermore, it can also be drawn conclusions that balanced scorecard and implementation of GCG provide collectively influences on management performance in this organization. Balanced scorecard and GCG implementation provide collectively effect as 61.66% on management performance.

#### b) Partial Test

It is then executed a partial test for understanding what these two independent variables, balanced scorecard and GCG implementation variables have influences on performances in this organization.

### The Effect of Balanced Scorecard on Management Performance

Based on processing output in Table (see, appendix), it was obtained balanced scorecard's coefficient of path toward management performance as large 0.3441 with  $t_{\text{count}}$  value as 3.1148. meanwhile  $t_{\text{table}}$  in 5% error and 60% freedom degrees, it was obtained  $t_{\text{table}}$  value as 2.000 for two-way testing. Because  $t_{\text{count}}$  (3.1148) balanced scorecard variable  $>$   $t_{\text{table}}$  (2.000), thus it is decided in 5% error degrees to reject  $H_0$  and  $H_a$  is accepted. Thus it can be drawn conclusions that balanced scorecard result in influence on management performance in this company.

The multitude of balanced scorecard's influences on management performance can be calculated as follows:

- Its direct influences on management performance =  $(P_{YX1})^2 = (0,3441) \times (0,3441) = 0,1184$  **(11,84%)**.



- Its indirect influences on management performance =  $P_{YX1} \times P_{X2X1} \times P_{YX2} = (0,3441) \times (0,6965) \times (0,5058) = 0,1212$  **(12,12%)**

Thus, total balanced scorecard's influences on management performance in this research is **11,84% + 12,12% = 23,96%** with positive direction. It means that a high balanced scorecard's role will tend to increase management performance in this organization.

### **The Effect of the GCG Implementation on Management Performance**

Based on processing output in Table (see, appendix), it was obtained the GCG implementation's coefficient of path toward management performance on organization's management performance as large 0.5058 with  $t_{count}$  value as 4.5781, mean while  $t_{table}$  in 5% error and 60% freedom degrees, it was obtained  $t_{table}$  value as 2.000 for two-way testing. Because  $t_{count}$  (4.5781) GCG implementation variable  $>$   $t_{table}$  (2.000), thus it is decided in 5% error degrees to reject  $H_0$  and  $H_a$  is accepted. Thus it can be drawn conclusions that GCG implementation results in influence on management performance in this company.

The multitude of GCG implementation's influences on management performance in this organization can be calculated as follows:

- The GCG implementation's direct effect on management performance is  $(P_{YX2})^2 = (0,5058) \times (0,5058) = 0,2558$  **(25,58%)**
- Its indirect effect on management performance is  $P_{YX2} \times P_{X2X1} \times P_{YX1} = (0,5058) \times (0,6965) \times (0,3441) = 0,1212$  **(12,12%)**.

Therefore, total GCG implementation's effect on management performance in this organization is **25,58% + 12,12% = 37,70%** with positive direction. It means that GCG implementation will tend to increase management performance in this organization.

## **DISCUSSION**

### **The Effect of Balanced Scorecard on the GCG Implementation**

Throughout t-test with 5% ( $\alpha=0.05$ ) error degrees, it is found a hypothesis that balanced scorecard does not affect CGG implementation, thus  $H_0$  is rejected. It means that there is a significant effect of the balanced scorecard on the GCG implementation in this organization. The multitude of balanced scorecard's influence on GCG implementation is 48.51%; it means that GCG implementation in this company can be explained by balanced scorecard. This findings also support the proposed hypothesis that balanced scorecard has effect on GCG implementation.

### **The Effect of Balanced Scorecard on Management Performance**

Hypothesis states that balanced scorecard has influences on management performance has been demonstrated in this research. T-test with 5% ( $\alpha=0.05$ ) error degrees demonstrates that balanced scorecard hypothesis does not affect

management performance ( $H_0$ ) is rejected. Thus, it can be concluded that there is a significant influence from balanced scorecard to management performance in this organization. The multitude of balanced scorecard's influence on management performance is 23.96%, meaning that 23.96% changes in management performance can be explained by it. This finding supports the proposed hypothesis in this research.

### **The Effect of GCGImplementation on Management Performance**

The t-test with Melalui uji-t with 5% ( $\alpha=0.05$ ) error degrees give hypothesis that GCG implementation does not affect management performance ( $H_0$ ) is rejected. It means that there is a significant from GCGImplementation on management performance in this organization. Total GCGImplementation influences on management performance here is 37.70%. It means that 37.70% changes in management performance here can be explained by GCGImplementation.

### **The Effect of Balanced Scorecard and GCGImplementation Simultaneously on Management Performance**

Throughout F-test with 5% ( $\alpha=0.05$ ) error degrees, it is found that hypothesis that state balanced scorecard and GCGImplementation does simultaneously not have influences on management performance ( $H_0$ ) is rejected. It means that there is a significant effect from balanced scorecard and GCGImplementation on management performance. Total these two variables on management performance is 61.66%. This 61.66% figure has meaning that changes in management performance in this organization can be explained by these two variables, and 38.34% remaining is affected by another unstudied factors in this research.

## **CONCLUSION**

The balanced scorecard method application and GCGImplementation has simultanenously influences on management performance in PT. Bank Negara Indonesia (Persero) Tbk. Branches of BNI ITB. They provide simultaneously 61.66% influences on management performance. In partially, balanced scorecard itself affects management performance, it contributes on management performance. And the GCGImplementation contribute partially influences as large 37.70% on management performance, too.

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