

PERFORMANCE ASSESSMENT OF BANK XYZ DKI JAKARTA BRANCH USING THE BALANCED SCORECARD APPROACH IN THE PANDEMI ERA OF COVID 19

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ABSTRACT

This research is motivated by the decline in the performance of Islamic banks in Indonesia due to the covid 19 pandemic. This is interesting for researchers to conduct research that aims to analyze the performance assessment of XYZ banks before and during the covid 19 pandemic era and the influence of a customer perspective, internal business process perspective, as well as a learning and growth perspective on bank financial performance XYZ. The research method used is the balanced scorecard approach and multiple regression analysis. The analysis tools used are Microsoft Excel and SPSS software. The data used are primary data in the form of questionnaires and interviews as well as secondary data in the form of Bank XYZ's 2008-2021 financial reports. The results of the study show that the performance assessment of Bank XYZ using the balanced Ascorecard method before and during the pandemic was not maximized because it was still below a score of 4. The effect of the customer perspective on financial performance is negative where the higher the customer perspective with indicators of third party funds that far exceed financing indicators, the lower financial performance. The influence of the internal business process perspective on financial performance is negative where the higher the internal business process perspective with indicators of the number of offices and ATMs, the lower the financial performance in terms of efficiency. The influence of the learning and growth perspective on financial performance is

positive where the higher the learning and growth perspective with indicators of employee productivity, the financial performance will improve.

Keywords: *Management, Performance, Islamic Banking, Balanced Scorecard*

ABSTRAK

Penelitian ini dilatarbelakangi oleh penurunan kinerja bank syariah di Indonesia akibat pandemi covid 19. Hal ini menarik peneliti melakukan penelitian yang bertujuan untuk menganalisis penilaian kinerja bank XYZ sebelum dan era pandemi covid 19 serta pengaruh perspektif pelanggan, perspektif proses bisnis internal, serta perspektif pembelajaran dan pertumbuhan terhadap kinerja keuangan Bank XYZ. Metode penelitian yang digunakan dengan pendekatan *balanced scorecard* dan analisis regresi berganda. Alat analisis yang digunakan adalah *software microsoft excel* dan SPSS. Data yang digunakan adalah data primer berupa kuesioner dan wawancara serta data sekunder berupa laporan keuangan Bank XYZ tahun 2008-2021. Hasil penelitian menunjukkan bahwa Penilaian kinerja Bank XYZ dengan metode *balanced scorecard* sebelum dan saat pandemi belum maksimal karena masih di bawah skor 4. Pengaruh perspektif pelanggan terhadap kinerja keuangan adalah negatif dimana semakin tinggi perspektif pelanggan dengan indikator dana pihak ketiga yang jauh melebihi indikator pembiayaan maka akan menurunkan kinerja keuangan. Pengaruh perspektif proses bisnis internal terhadap kinerja keuangan adalah negatif dimana semakin tinggi perspektif proses bisnis internal dengan indikator jumlah kantor dan ATM maka akan menurunkan kinerja keuangan dalam rangka efisiensi. Pengaruh perspektif pembelajaran dan pertumbuhan terhadap kinerja keuangan adalah positif dimana semakin tinggi perspektif pembelajaran dan pertumbuhan dengan indikator produktivitas karyawan maka akan meningkatkan kinerja keuangan.

Kata kunci: *Manajemen, Kinerja, Perbankan Syariah, Balanced Scorecard*

INTRODUCTION

The Islamic banking business industry must have maximum performance management to support optimal productivity. Islamic banking also needs to conduct performance appraisals to evaluate and make management decisions to improve performance so as to increase company productivity. Rufaidah and Kodri (2020) argue that company performance is what determines the development of a company where the level of achievement of the implementation of the tasks, objectives, vision and mission of an organization and the level of achievement of results in order to realize company goals.

Koesomowidjojo (2017) said that there are several methods for measuring performance appraisal, namely *A performance prism*, *balanced scorecard*, and *A integrated performance measurement system*. The *balanced scorecard* method is the most superior method compared to other methods because it does not only focus on evaluating financial performance, but can provide strategies for other perspectives such as customers, internal business processes, and learning and growth.

slow growth and possibly even negative due to the risk of difficulties in liquidity, decreased financial assets and profitability. This is one of the reasons why the performance of Islamic banking in Indonesia is not maximized.

Another reason for the suboptimal performance of Islamic banks was also marked by the first Syariah bank in Indonesia, namely Bank XYZ, which experienced many problems, one of which was the problem of declining financial performance. The problem with the performance of Islamic banking is that in general it is lower than the performance of conventional banking which requires further study (Hasanah *et al.* 2013). Vice President of the Republic of Indonesia, as well as Bank XYZ's Sharia Supervisory Board, Ma'ruf Amin (2021), reported by Antara News said that Bank XYZ's financial problems must be resolved immediately due to the Covid 19 pandemic.

The Director of Bank XYZ (2022) said in a seminar that PT Bank XYZ has experienced capital and quality financing difficulties over the past three years. XYZ Bank must confirm financing

in terms of quality and manage assets so that they are healthy and safe due to the impact of the Covid 19 pandemic.

struggle for a long time to maintain its *performance*. There are four problems with Bank XYZ related to performance, namely first, *the risk infrastructure* is perfunctory because it does not have a parent like other Islamic banks which can copy its parent. Second, Bank XYZ does not focus on any particular business, from micro to corporations. Third, weak capital so that XYZ Bank experienced financing problems. Fourth, the lack of synergistic cooperation (Director of Bank XYZ, 2022).

The problems previously described also lead to customer satisfaction at XYZ Bank. Statement by the entrepreneur and also the head of PT CitraAMarga Lintas JabarA (CMLJ), Jusuf Hamka (2021) Aviral after complaining about Asyaria's banking services. Jusuf Hamka, also gave an explanation regarding this problem. Jusuf Ahamka said that the problems that occurred were not related to the Islamic banking system and, but related to the relationship between the customer and the bank. "Where there is a negotiation process in the settlement of financing obligations that have not yet obtained an agreement between us as customers and a syndicated sharia bank consisting of several sharia banks," he said in an interview on a TV station. One of the sharia banks that provided syndicated loans was PT Bank XYZ (Youtube Kompas TV, 2021).

Rahardjo (2020) conducted research on measuring the performance of Islamic banks that using the *balanced scorecard method* results that Islamic banks in Indonesia have experienced a decline in the perspective of financial performance, decreased service quality in terms of customer satisfaction from the customer perspective, and decreased branch offices from the perspective of internal business processes.

Aminatun *et al*. (2021) stated in their research using the *balanced scorecard method* that Islamic banks in Indonesia have poor performance from a financial perspective, *market share* is still relatively small because they have not mastered market share, and decreased employee productivity from a learning and growth perspective due to a decrease in the number of employees. Work.

Achmad and Puspitasari (2020) also argue that the financial performance of Bank XYZ is not optimal in terms of asset utilization to obtain operational income because it is still below the minimum set by the Financial Services Authority. Angraeni (20 22) conducted research related to the services of Bank XYZ that Bank XYZ must improve cooperative relations between employees and customers so that customers make transactions faster , this shows that the services provided are not satisfactory from a customer perspective. Yohani and Jannah (2022) reveal that Bank XYZ is still having problems with a very small number of ATM services, this indicates that Bank XYZ's performance from the perspective of internal business processes has not been maximized. Maftuhah (2021) argues that according to the results of his research that 54.27% of employees are satisfied with salaries, this indicates that not 100% of employees are satisfied with salaries and responsibilities at XYZ Bank.

This contradicts the results of Nasution's research (2021) that Islamic banks in Indonesia show that the results of performance measurement using the *balanced Ascorecard method* in terms of financial perspective are increasing and categorized as good, the customer perspective also experiences satisfaction with service resulting in an increase in employee productivity in a learning and growth perspective.

for evaluating performance using the *balanced scorecard method* , which can be seen from four perspectives as follows: a financial perspective, a customer perspective, an internal business process perspective, and a learning and growth perspective.

Yuwono *et al*. (2007) said that the financial perspective can be reviewed through Islamic banking income, namely by measuring it from the bank's income side. The following is the presentation of Figure 1 which displays the operational income and net profit of Bank XYZ for 2017-

2021, which is one of the indicators of the performance appraisal method using the *balanced scorecard method* from a financial perspective.

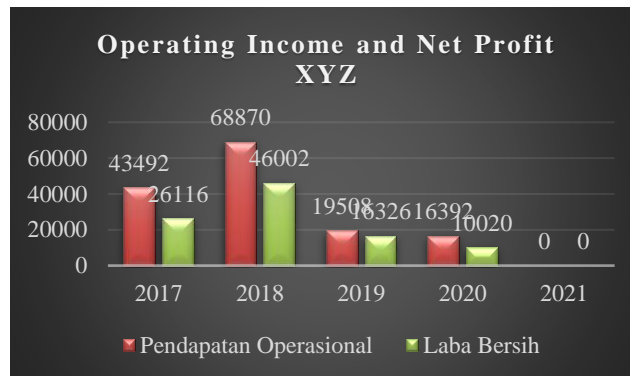


Figure 1 XYZ Bank Operating Income and Net Profit 2017-2021

Source: XYZ Bank Annual Report 2017-2021

Based on Figure 1 It can be seen that in the last five years, starting from 2017-2021, Bank XYZ's operational income and net profit have experienced instability and even tended to decrease. This is supported by the statement of INDEF Sharia Economic Researcher, Fauziah Rizki Yuniarti (2021) who said during an interview that the financial condition of Bank XYZA Indonesia has continued to decline in recent years. One of the reasons for the decline in Bank XYZ's profits was that the financing that was distributed had many problems so that Bank XYZ's profitability was unstable and had even decreased in recent years.

Yuwono *et al.* (2007) states that the appropriate benchmarks for measuring the success of achieving strategic goals from a customer perspective are customer satisfaction, customer growth, consumer profitability, and company *market share*. The following is the presentation of Figure 2 which displays the total assets of Bank XYZ for 2017-2021, which is one of the indicators of the performance appraisal method using the customer perspective *balanced scorecard method*.

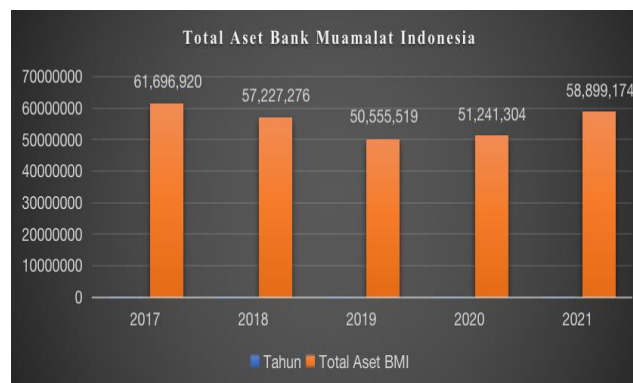


Figure 2 Total Assets of Bank Mumalat Indonesia 2017-2021

Source: XYZ Bank Annual Report 2017-2021

Based on Figure 2, it can be seen that in the last five years, starting from 2017-2021, the total assets of Bank XYZ have experienced instability and even tended to decrease. Former *Head of Sharia Oman Arab Bank*, Muhammad Imam Sastra Mihajat (2021) said that the decline in Bank XYZ's assets over the past 8 years has occurred due to mismanagement. This is supported by Bank XYZ which is experiencing problems in managing low-quality assets resulting in collaboration between

Bank XYZ and PT PPA (Asset Management Company) in terms of managing assets and strengthening the capital structure . JayaARuchandi, 2021).

Koesomowidjojo (2017) states that the appropriate benchmark for measuring the success of achieving strategic goals from an internal business process perspective is the ratio of business growth to bank and ATM networks . The following is a presentation of Figure 3 which displays the number of XYZ Bank offices and ATMs in 2017-2021, which is one of the indicators of the performance appraisal method using the *balanced scorecard method* from an internal business process perspective.

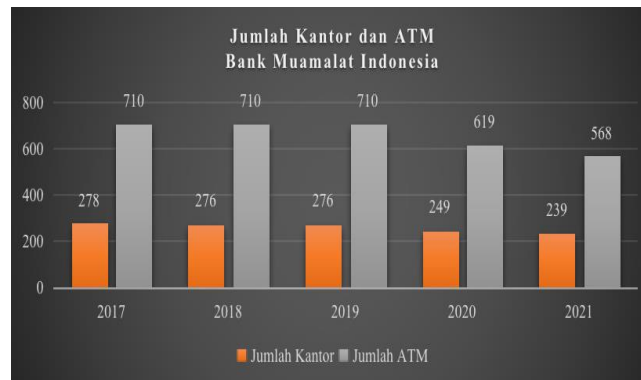


Figure 3 Number of Bank Mumalat Indonesia Offices and ATMs 2017-2021

Source: XYZ Bank Annual Report 2017-2021

Based on Figure 3, it can be seen that in the last five years starting from 2017-2021 the number of offices and ATMs of Bank Mumalat Indonesia has not changed or even decreased in 2020. This is supported by the many problems experienced by Bank XYZ, one of which is capital problems. company efficiency must be carried out (Vice President, Ma'ruf Amin, 2021).

Yuwono *et al.* (2007) states that the appropriate benchmarks for measuring the success of achieving strategic goals in the learning and growth perspective are employee satisfaction, employee productivity, and *employee turnover* . The following is a presentation of Figure 4 which displays the number of ABank XYZ employees in 2017-2021 which is one of the indicators of the performance appraisal method using the *balanced Ascorecard method* from a learning and growth perspective.



Figure 4 Number of Bank Mumalat Indonesia Employees 2017-2021

Source: XYZ Bank Annual Report 2017-2021

Based on Figure 4, it can be seen that in the last five years starting from 2017-2021 the number of XYZ Bank employees has decreased every year. This is supported by the statement of the former

Head of Sharia of Oman Arab Bank , Muhammad Iman Sastra Mihajat (2021) who said that Bank XYZ reduced its workforce to a minimum in order to be efficient. This study aims to analyze the performance of XYZ Bank before the pandemic and the Covid-19 pandemic era using the *balanced scorecard* method approach and to analyze the influence of the customer perspective, internal business process perspective, learning and growth perspective on XYZ Bank's perspective/financial performance.

METHODS

The research location is at PT Bank XYZ DKI Jakarta branch. This research was carried out from January 2022 to March 2023. The types of data used in this study were primary data and secondary data. Primary data obtained through questionnaires and customer and employee interviews. Secondary data were obtained from literature, libraries, news, official *websites* and research reports. Research method with *balanced scorecard* and regression test. *Balanced scorecard* indicators from a financial perspective are ROA, ROE, FDR, NPM, and NPF, customer indicators are customer satisfaction, customer growth, consumer profitability, and *market share* , internal business process indicators are office and ATM *growth rates* , and *learning and growth indicators* are employee satisfaction, employee productivity, and *employee turnover*. The independent variable regression test consists of X1 customer perspective with indicators of third party funds, X2 internal business process perspective with indicators of number of offices, and X3 learning and growth perspective with indicators of number of employees, and the dependent variable *Y* financial perspective with indicators of net profit. The number of sample questionnaires is 30 customers and employees and the data used in the regression test is 14 data from 2008-2021.

RESULTS AND DISCUSSION

Financial Perspective

The results of measuring the performance of XYZ Bank in a financial perspective with the indicators defined in the previous chapter are as follows:

Table 1

Financial Perspective Performance Measurement Results Based on the *Balanced Scorecard Method*

Indicator	ROA		ROE		FDR		NPM		NPF	
	Range	In Score	Range	In Score	Range	In Score	Range	In Score	Range	In Score
Year	BSC	BSC	BSC	BSC	BSC	BSC	BSC	BSC	BSC	BSC
2019	-37.50%	1	-61.21%	1	-0.45%	1	-12.28%	1	66.67%	3
2020	-40.00%	1	-35.56%	1	-4.99%	1	2.00%	2	-8.14%	1
2021	-33.33%	1	-31.03%	1	-45.12%	1	13.73%	2	-97.97%	1

Source: Data processed by researchers

These results agree with Sohibien *et al.*, (2022) that declining financial performance can be caused by financing restructuring policies during the pandemic such as delays in payment installments and relief on margin payments for debtors or companies affected by the pandemic. Thus, the profits of Islamic banks are reduced which leads to a decrease in the financial performance of Islamic banks. This is not in line with Feed's research (2022) that Bank XYZ has experienced growth in financial performance through deposits and net financing margins. It is estimated that the financial performance of Bank XYZ's income has increased which is offset by the management of BPKH assets.

Customer Perspective

The results of measuring the performance of XYZ Bank from a customer perspective with the indicators defined in the previous chapter are as follows:

Table 2
Test the Validity of PT Bank XYZ's Customer Satisfaction Questionnaire

Question	R count	R table	Information
P1 A	0.59	0.361	Valid A
P2 A	0.68		Valid A
P3 A	0.65		Valid A
P4 A	0.78		Valid A
P5 A	0.80		Valid A

Source: Data processed by researchers

Table 3
PT Bank XYZ Customer Satisfaction Questionnaire Reliability Test

Alpha Cronbach Questionnaire	Reference Value	Information
0.74	0.70	reliable

Source: Data processed by researchers

The results of the validity test show that the R count for each question A is greater than the R table. This shows that the questionnaire is declared valid. The results of the reliability test show that the Cronbach's alpha value is greater than the reference value. This shows that the questionnaire is declared reliable. All of the questionnaire questions used in measuring customer satisfaction are valid and reliable. This shows that the questionnaire meets the requirements and can be used in research. The results of the customer satisfaction questionnaire are presented in Table 4 as follows:

Table 4
PT Bank XYZ Customer Satisfaction Results

Question Dimension	Very satisfied	Satisfied	Quite satisfied	Less satisfied	Not satisfied
ResponsiveA (responsiveness)	35.71%	39.29%	16.07%	8.93%	0.00%
ReliabilityA (reliability)	42.02%	36.97%	17.65%	3.36%	0.00%
AssuranceA (guarantee)	49.49%	29.75%	17.36%	3.31%	0.00%
EmpathyA (concern)	49.59%	29.75%	17.36%	3.31%	0.00%
TangiblesA (physical ability)	41.67%	36.67%	20.00%	1.67%	0.00%
Average	43.71%	34.49%	17.69%	4.11%	0.00%

Source: Data processed by researchers

Table 5
Results of Customer Perspective Performance Measurement Indicators of Customer Satisfaction Based on the *Balanced Scorecard Method*

Year	BSC Range	In Score BSC
2021	43.71%	2

Source: Data processed by researchers

This result is in line with Sarwan and Susanti (2022) that Bank XYZ needs to improve *relationship quality* with customers so that customers' interest in remaining customers increases by referring other parties without any coercion from the bank. This contradicts Hossain *et al.*, (2021) that *bankers* must pay attention to the real drivers of financial decisions, namely financial knowledge, information, sophistication, and economic trends so that customers can initiate optimal financial decisions and to keep them longer.

Table 6
Results of Customer Perspective Performance Measurement Indicators of Customer Growth, Consumer Profitability, and *Market Share* Based on the *Balanced Scorecard Method*

Indicator	Customer Growth		Consumer Profitability		Market Shares	
	BSC Range	In Score BSC	BSC Range	In Score BSC	BSC Range	In Score BSC
2019	144.81%	4	3.17%	2	-12.15%	1
2020	-113.49%	1	11.26%	2	-18.01%	1
2021	331.46%	4	-29.52%	1	8.19%	2

Source: Data processed by researchers

This result is in line with Bachtiar *et al.* (2021) in his research said that XYZ Bank's third party funds increased the prize savings program. This agrees with the research of Pribanggayu *et al.* (2021) which says that Islamic banks have a much greater potential for losses, there are Islamic banks A referring to profit sharing on business profits from customers. Customers who are not able to achieve the profit from the target, the profit sharing that A gets also decreases. Risk A of default from customers can also occur due to a pandemic. This is contrary to Octrina and Priatmojo (2023) the performance of Islamic banks is less efficient than conventional banks so that their market share is still far behind. This contradicts Nur and Rahmawati (2022) that the performance of financing channeled by XYZ Bank has increased, especially education, productive and consumptive financing, which is still the main financing that is being intensively pursued by the community during the pandemic.

Internal Business Process Perspective

The results of measuring the performance of XYZ Bank in the perspective of internal business processes with the indicators defined in the previous chapter are as follows:

Table 7

Performance Measurement Results from the Internal Business Process Perspective Based on the *Balanced Scorecard Method*

Year	Office Growth Rate		ATM Growth Rate	
	Range BSC	In Score BSC	Range BSC	In Score BSC
2019	0.00%	2	0.00%	2
2020	-10.80%	1	-12.82%	1
2021	-61.44%	1	-8.24%	1

Source: Data processed by researchers

This result agrees with Rochmah and Ernawati (2022) that it is necessary to increase the number of offices and ATMs to make it easier for customers to make transactions during the Covid 19 pandemic recovery era. This is because it will affect customer satisfaction with Bank XYZ's business services. This contradicts Takdir (2021) that Bank XYZ has experienced a decline in third parties, so innovation is needed to attract public attention so that they buy Bank XYZ products and increase third party funds.

Learning and Growth Perspective

The results of measuring the performance of XYZ Bank in the learning and growth perspective with the indicators set in the previous chapter are as follows:

Table 8

Test the Validity of PT Bank XYZ Employee Satisfaction Questionnaire

Question	R count	R table	Information
P1	0.711	0.361	Valid
P2	0.72		Valid
P3	0.75		Valid
P4	0.87		Valid

Source: Data processed by researchers

Table 9
PT Bank XYZ Employee Satisfaction Questionnaire Reliability Test

<i>Alpha Cronbach Questionnaire</i>	Reference Value	Information
0.71	0.70	<i>reliable</i>

Source: Data processed by researchers

The results of the validity test show that the R count for each question item is greater than the RA table. This shows that the questionnaire is declared valid. The results of the reliability test show that *the Cronbach's alpha value* is greater than the reference value. This shows that the questionnaire is declared reliable. All of the questionnaire questions used in measuring employee satisfaction are valid and reliable. This shows that the questionnaire meets the requirements and can be used in research. The results of the employee satisfaction questionnaire are presented in Table 10 as follows:

Table 10
PT Bank XYZ Employee Satisfaction Results

Question Dimension	Very satisfied	Satisfied	Quite satisfied	Less satisfied	Not satisfied
Salary or wages (<i>salary or wages</i>)	54.17%	26.67%	12.50%	6.67%	0.00%
Duties and responsibilities (<i>job and responsibilities</i>)	49.18%	32.79%	14.75%	3.28%	0.00%
Training and career development (<i>training and career development</i>)	42.02%	33.61%	22.69%	1.68%	0.00%
Work environment (<i>work environment</i>)	48.67%	28.32%	10.62%	12.39%	0.00%
Average	48.41%	30.35%	15.14%	6.00%	0.00%

Source: Data processed by researchers

Table 11
Based on the *Balanced Scorecard Method*

Year	BSC Range	In Score BSC
2021	48.41%	2

Source: Data processed by researchers

Results of Customer Perspective Performance Measurement Indicators of Employee Satisfaction results are supported by Hidayat's research (2022) that compensation has an effect on the performance of Bank XYZ employees making achievement of work results an important matter. This assumption makes employees work according to their respective functions consistently and carry out tasks to achieve good work results. This contradicts (Pandey, 2023) that Bank XYZ employees feel satisfied and comfortable working and carrying out their responsibilities at Bank XYZ which are accompanied by the goal of religiosity and the blessings of working at Islamic banks.

Table 12
Results of Learning and Growth Perspective Performance Measurement Based on the *Balanced Scorecard Method*

Year	Employee productivity		Employee Turnover	
	Range BSC	In Score BSC	Range BSC	In Score BSC
2019	-64.13%	1	199.43%	4
2020	-7.69%	1	-57.54%	1
2021	30.62%	2	0.78%	2

Source: Data processed by researchers

This result is in line with Takdir (2021) that Bank XYZ needs to improve employee performance which must anticipate changes in certain situations and conditions so as to correct weaknesses that arise to invite things A that can attract employees' interest to provide employees comfort at work. This contradicts Marcu (2021) that now is the time for managers to take a closer

look at how they adapt their work environment to foster health, wellbeing and flexibility, all important milestones for their evolutionary journey.

Regression Test

Table 13

T test

	<i>Coefficients</i>	<i>Standard Error</i>	<i>T Stat</i>	<i>P-values</i>
<i>Intercepts</i>	262.143211	125.5942	2.08722339	0.0634241
Customer	-0.0068045	0.002563	-2.6544352	0.0241287
Internal Business Process	-0.6861847	0.6709	-1.0227825	0.3305161
Learning and Growth	0.07185932	0.047544	1.51144031	0.1616137

Source: Data processed by researchers

P value is $0.02 < 0.05$, meaning that the customer variable has a significant effect on financial variables. The P value of internal business process variables and learning and growth variables is > 0.05 where these two variables have no significant effect on financial variables.

Table 14

F test

ANOVA ^a

	Model	Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	45651,988	3	15217,329	3,928	,043 ^b
	residual	38737,726	10	3873,773		
	Total	84389,714	13			

a. Dependent Variable: Finance

b. Predictors: (Constant), Learning and Growth, Customers, Internal Business Processes

Source: Data processed by researchers

Sig. Value $0.043 < 0.05$, it can be concluded that customers (X1), internal business processes (X2), and learning and growth (X3) simultaneously affect finance (Y).

Table 15

Coefficient Test of Determination

Summary models				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	,736 ^a	,541	,403	62.23964

a. Predictors: (Constant), Learning and Growth, Customers, Internal Business Processes

Source: Data processed by researchers

The correlation value of 0.541 means that the independent variable customer (X1), internal business processes (X2), and learning and growth (X3) jointly affect the financial variable by 54.1 % and the remainder is 45.9 % influenced by other variables that are not contained in this research.

Table 16

Multiple Regression Results

	<i>Coefficients</i>	<i>Standard Error</i>	<i>T Stat</i>	<i>P-values</i>
<i>Intercepts</i>	262.143211	125.5942	2.08722339	0.0634241
Customer	-0.0068045	0.002563	-2.6544352	0.0241287
Internal Business Process	-0.6861847	0.6709	-1.0227825	0.3305161
Learning and Growth	0.07185932	0.047544	1.51144031	0.1616137

Source: Data processed by researchers

The results of the multiple regression of this study are $Y = 262.143 - 0.006X_1 - 0.686X_2 + 0.071X_3$

- 1. All independent variables A , namely customers (X1), internal business processes (X2) and learning and growth (X3) have not increased at all (constant) , so finance will continue to increase by 262,143 units.**

The financial perspective is the top spearhead in *the balanced scorecard* as a result of maximum performance from the other three perspectives. The financial perspective is the company's main goal in carrying out its operational activities, namely to make a profit. The four perspectives that have been described influence each other continuously and have a causal relationship. The financial perspective is the topmost perspective in the performance appraisal system with the *balanced scorecard method* . A financial perspective where there are indicators related to company profits so as to maximize profits.

- 2. The customer perspective has a negative influence on the financial perspective.**

These results are in line with the research of Putra et al ., (2019) which states that the customer perspective of third party funds has a significant but negative effect because funds arising from the collection of third party funds can deplete net profit, especially if deposits are dominated compared to savings and current accounts so that the higher the third party funds will reduce the financial perspective of Bank XYZ. The customer perspective that has a negative effect on finance is third party funds. The higher the third party funds that are not matched by smooth financing from a financial perspective, it will harm or reduce XYZ Bank's net profit. XYZ Bank must set up an effective 5C strategy to minimize the risks that occur in financing. Too many third party funds will have an impact on the financial perspective if they are not channeled properly in financing.

This is in contrast to Jamhuriah and Nurhayati (2021) that the customer perspective in third party funds has a positive effect on XYZ Bank's finances in terms of net profit indicators because this will indicate that the more customer deposits collected by XYZ Bank, the more business activities to obtain higher profits. optimal.

- 3. Internal business process perspective has a negative influence on financial perspective.**

This result is in line with Hijrianto (2020) which states that the internal business process of the number of bank offices has a negative effect on XYZ Bank's net profit because it indicates that the bank cannot efficiently manage its assets. XYZ Bank's internal business processes have a negative effect on finances because closing branch offices and reducing the number of ATMs is able to streamline XYZ Bank's operational costs. The problem of the minimum number of offices and the number of Bank XYZ ATMs can be overcome with digital banking innovations .

This is contrary to Novianto and Chusnah (2020) who argue that the internal business process of the number of XYZ Bank Offices has a positive effect on the profitability obtained because the large number of service offices will increase the amount of savings collected by Islamic Commercial Banks. This will expand the office network to make it easier for customers to invest the funds.

- 4. The learning and growth perspectives have a positive influence on the financial perspective.**

These results are in line with Rosadi's research (2019) which argues that learning and growth from the workforce have a positive, though not significant, effect because employees contribute to company income so that the higher the number of workers with the skills needed in banking will generate profits for Bank XYZ.

Learning and growth have a positive effect on finance because employee satisfaction with duties and responsibilities can be carried out optimally so that the financial perspective will increase due to optimal employee performance. This is supported by the results of interviews with Bank XYZ DKI Jakarta branch employees on March 16 2023 that job satisfaction will maintain the number of employees and reduce Bank XYZ turnover . Increased employee productivity will

also improve the financial perspective because it has a positive impact on XYZ Bank's operating income.

This contradicts Putri and Gunawan (2019) which state that learning and growth in the number of Bank XYZ employees has a negative effect on Bank XYZ's finances. This is due to the large number of employees, the salaries and benefits provided to employees and training costs reduce Bank XYZ's finances.

MANAGERIAL IMPLICATIONS

1. For PT Bank XYZ: increasing the competence of employees who serve as *Islamic Business Small Medium Enterprise*, increasing financing feasibility analysis training for employees, developing BANK XYZ financing strategies in a higher quality so as to significantly improve financial performance, increasing innovation related to XYZ DIN *mobile banking*, increasing competence of *marketing personnel* in offering BANK XYZ products to customers.
2. For Customers: studying the products provided by BANK XYZ so that they are more in line with their needs (financing and investment).
3. For the Financial Services Authority (OJK): improve the quality of banking supervision, especially in the perspectives of *the balanced scorecard*.

CONCLUSIONS

- *balanced scorecard* method, Bank XYZ's performance before the pandemic and during the pandemic was not maximized because it was still under a score of 4.
- Each perspective of *the balanced scorecard* influences the financial performance of XYZ Bank:
 - The higher the customer perspective (with indicators of third party funds that far exceed the financing indicators) the lower the financial performance.
 - The higher the internal business process perspective (with indicators of the number of offices and ATMs), the lower the financial performance in terms of efficiency.
 - The higher the learning and growth perspective (with employee productivity indicators) the financial performance will improve.

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