

ABSTRACT

Nowadays, the financial performance evaluation that used by many companies to evaluate executive performance is no longer appropriate. The emphasis of financial performance on mere financial sector engender company's orientation is stilled to short term profit and tend to ignore company's long term viability. Balanced Scorecard is a financial performance concept that balancing evaluation of a business organization's performance which assumed to be merely focused on financial performance.

This study is aimed to analyze Balanced Scorecard Implementation to evaluate the performance of Bank NTT. Quantitative data in the form of numbers is attained from both respondent's questionnaire and bank document; while in the form of words, they have particular characteristics. Researcher distribute questionnaire to bank's customers and employees to support the study. The population is the entire bank's customers and employees of Bank NTT while the samples are 100 respondents from customer's bank and 89 respondents from bank's employees. The questionnaire also assesses satisfaction degree of both bank's customers and employees; validity and reliability testing has been conducted to justify the questionnaire.

From the result of Analysis of Balanced Scorecard Implementation to assess the performance of Bank NTT, researcher attain conclusion which is from the four analyzed perspectives, there are few performance inside acceptable category though it is also located in lower standard layer of the acceptable category such as bank's customers and employees satisfaction indicator. As one of non-financial performance evaluation, this indicator is both critical and crucial. In financial perspective, the profit margin indicator shows instability and has a lot of decreasing in many aspects. Management is advised to be able to press operational cost in order to increase net profit using suitable planning and conduct cost control of insignificant aspects.

Thus, the company is expected to be able to improve its performance by balancing between performance from financial and non financial aspects which mutually related to realize vision and mission.

Key Words: Balanced Scorecard, Performance Evaluation, Bank