

ANALYSIS OF BALANCED SCORECARD THROUGH UNSYSTEMATIC RISK TO RECONSTRUCT THE EFFECTIVENESS AND EFFICIENCY OF PT MERATUS LINE & GROUP CORPORATE STRATEGY

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ABSTRACT

Objectives: This research aim to analyze a balance scorecard and unsystematic risk in order to reconstruct an effectiveness and efficiency on the corporate strategy at PT Meratus Line & Group.

Methodology/Techniques: This research study uses a qualitative approach and researcher as a key instrument. In order to focuses on digging up information, understanding, and analyze any opinion for informants through unsystematic risk in order to reconstruct the effectiveness and efficiency of PT Meratus Line & Group's Corporate Strategy. Some of the data collection techniques are inter-views, focus group discussions (FGD), observation, and documentation. Additionally, it will use snowballing method amounted by 5 key informants. How-ever, the validity of data also using Triangulation methods are uses data reduction, data collection, data display, with the help of NVivo 12 software.

Findings: Unsystematic risk problems has been experienced by PT Meratus Line & group that also classified into two areas, such as land and sea. Land Unsystematic risk include truck management, depot layout, container handling management, fleet (truck) advice, truck traffic, truck vendors, allocation of addition-al costs (entertainment) and misplacement of people controlling the ship. For sea areas, unsystematic risks include ship damage (striking at sea), shortage of ships (fleet), shortage of containers, ship aground, ship running out of fuel, placement of ships. There are not in accordance with the port, loading and unloading management, and costs fuel. Whether, a financial perspective, it is known that the company's strategic objective is to increase profitability by taking strategic steps in the form of increasing sales and decreasing operating costs. In this quite con-struct, from customer perspective, strategic objectives were founded that customer retention can increase a number of new customers. The company steps to achieve customer retention with a strategy of timely, reliability, tariff, security, and service. Meanwhile, some steps taken by the company to increase a number of new customers are through promotional strategies. In the perspective of business and internal processes, strategic objectives for innovation and focus are found. From perspective of learning and growth, strategic objectives were founded by increasing human resources (HR), reward and punishment, suppressing employee turnover, and solving problems.

Keywords: Un-systematic risk, balanced scorecard, financial perspective, customer perspective, internal business Perspective, learning and growth perspective

INTRODUCTION

Indonesia is a country whose territory is an archipelago, consisting of \pm 17,000 large and small islands, stretching on the equator from Sabang to Merauke. Based on the Documents of the Ministry of Home Affairs issued by the Central Statistics Agency, the total land area of Indonesia is 1,910,931.32 km². Meanwhile, the sea area is 3,544,743.9 km² that divided into territorial sea area, exclusive economic zone, and 12 mile sea. This also proved by 2/3 on the total area of Indonesia is water. Therefore, sea transportation network, especially shipping industry is very important for the nation's economy (Mulatsih et al., 2018).

A global era and development of information technology have increased by the degree of business competition (Surjani, 2003), which requires for companies to focus on strategic planning, organizing, operating, and controlling to build business competitiveness with competitors (Firmansyah, 2019). It is very important considering that only companies have global level advantages. It will be able to satisfy or meet consumer needs and to produce quality products, also control costs effectively (Paramitasari & Mulyono, 2016). The development of information technology has fragmented with existing businesses (Alannita & Suaryana (2014). There are also created a business environment to grow rapidly and has an impact on the business competition map, then shortening of product life cycles (Scott, 2011), as well as logistics systems and supply chain models (Scott, 2011).

One of the industries disrupted by information technology is like shipping industry. A development of information technology has changed by the pattern of relationships between people and also distribution model of goods (Frenzel et al., 2007). It was including shifting to the conventional retail industry to an online shopping model (Khazim, 2016; Sari, 2015; Tyra et al., 2014). In addition to information technology also creates a new pattern of competition shift, increasing number of competitors for new players in sea transportation services. It is also increasing competition in the same industry. Referring to data from the Ministry of Transportation (2019), the number of sea transportation companies has continued to increase since 2015–2019.

In this case, a number of shipping companies in 2015 was 3,155 companies, consisting for 2,106 national shipping companies, 651 non-shipping companies, and remaining 398 people's shipping companies. In 2019, the number of shipping companies have been increased to 4,028 companies, consisting with 2,896 national shipping companies, 665 people's companies, and 467 special transportation companies (non-shipping).

It was increasingly fierce competition among shipping companies, which must be addressed through the design of effective and efficient strategies both in the short and long term in order to remain in the market (Ahmadi, 2018; Nugroho et al., 2018). In addition to competing indirectly with the air transportation industry, IT developments that shift travel and transportation patterns, large-scale service companies. It must go head to head in fighting for the same market, so a nuances of competition is getting sharper (Dwiputranti & Putri, 2020). The large-scale shipping industry in Indonesia can be seen as follows:

Table 1. Leading Shipping Company in Indonesia

No	Companies	Head Office
1	PT. Samudera Indonesia	Jakarta
2	PT. Meratus Line & Group	Surabaya
3	PT. Spil Surabaya	Surabaya
4	PT. Temas Line	Jakarta
5	PT. Tanto Intim Line	Surabaya
6	PT. Korin Global Mandiri	Jakarta
7	PT. Jasindo Duta Segara	Jakarta
8	PT. Buana Lintas Lautan	Jakarta
9	PT. Bahana Line	Surabaya
10	PT. Limin Marine & OffShore	Jakarta
11	PT Baruna Raya Logistic	Jakarta
12	PT. Berlian Laju Tanker	Jakarta
13	Equinox Bahari Utama	Jakarta
14	Arpeni Pratama Line	Jakarta
15	Bisco Management Indonesia	Jakarta
16	ABM & Circle Navigation	Jakarta
17	Amas Indonesia	Jakarta
18	Maersk Line Indonesia	Jakarta
19	Evergreen Shipping Indonesia	Jakarta

Source: <https://www.pelaut.club/2019/09/daftar-perusahaan-pelayaran.html>

From a data above, it appears in one of the national companies engaged by shipping and transportation at PT Meratus Line & Group. Shipping is a vital service (transportation) industry for a maritime country like Indonesia. This industry supports economic progress through export-import and goods, because of passenger transportation services. This type of shipping industry also has various characteristics. This diversity can be seen from ships have special characteristics according to the desired service. Generally, there are tankers, ro-ro, cargo, ferries and so on. There are ships rented with retail according to customer needs. There are also ships are specifically used by company for a certain period on time, according to duration of contract (Ridhwan et al., 2016).

A rapid development for the shipping industry causes some risks faced by corporations in each of their business processes to become increasingly complex. Some risks to the corporation, both in daily operations and in business development, are influenced by various internal and external factors. For this reason, corporations must be careful in planning corporate strategies in order to achieve effective and efficient goals (Kumar et al., 2020).

Conditions also severely hit the national shipping sector at this time. It will also have an unsystematic risk impact on decline for other related industries, such as the performance of logistics, insurance, and shipyards, then a ship spare part industry to marine human resources education institutions. Under these conditions, it was important for shipping companies to evaluate their performance effectively and efficiently. It is necessary to implement an appropriate, competitive, and comprehensive strategy with the company's vision and mission. If a company is not able to know or measure the performance of its own company. It will be difficult for the company to manage existing resources, which have an impact on not achieving some company's goals have been determined (Carunia Mulya Firdausy, 2019).

According to Jensen & Petersen (2014) discussed by find out a company's performance measurement that must first known some activities carried out by a value chain framework introduced by Michael Porter. According to the value chain concept, a process of making a product or service can be divided into two main activities, such as inbound logistics and operations. Inbound logistics are activities carried out related to receiving, storing, and distributing raw materials. So, they can be used in the production process. Purchasing or procuring goods in an organization, both merchandise and goods for operational purposes, which is one of the inbound logistics activities. As a routine and important activity in organization, purchasing department needs to have good financial and non-financial performance as well as other parts of the company. The role of this performance is very important, especially a drastically changing business environment (Jensen & Petersen, 2014; Kotni, 2014; Spitzzeck & Chapman, 2012).

An existence of shipping companies is very beneficial for Indonesian people in business of goods or moving outside the island. Because, we know for ourselves that Indonesia is a country consisting of islands, all of which do not have land routes to connect with each other. So, it is vital for a maritime country like Indonesia. This industry supports economic progress through export-import and goods and passenger transportation services. This type of shipping industry also has various characteristics. This diversity can be seen from ships have special characteristics according to desire service (Dewi et al., 2015; RIO, 2019; Silma, 2019).

PT Meratus Line & Group is a multinational shipping company, where this company has established cooperation with various countries in Southeast Asia. Currently, PT Meratus Line & Group owns and operates more than 56 vessels and more than 40,000 containers. Because its reach to international level and mobility of the company is quite high, the company must be able to compete with other companies. Thus, an effective and efficient business performance strategy is needed (Management, 2019; Nugroho et al., 2018).

A data was shown that a level of profitability, which can be seen from a level of net income on the PT Meratus Line & Group company always increases every year. A management of PT Meratus Line & Group is increasing in effectiveness, managing its assets in the operating process, to generate profits. So, it is still competitive with competitors who are both leaders in their fields. To face competition in the shipping industry, which is increasing at this time, this is a very big loss. Thus, PT Meratus Line & Group was required by a performance measurement and strategic planning. It aims to improve the company's performance, in order to remain competitive in shipping industry or even be able to overtake other similar companies. The following table reports the company's performance of PT Meratus Line & Group:

The company's profit in 2019-2020 has increased by Covid-19 pandemic briefly affected by a company. But, it is only lasted three months and overall increased by profitability. A company must maintain it and develop a new strategy, so in the coming year the profitability target will always increase, so it can improve the company's performance.

A measurement of company performance is very important for management to evaluate plan future goals. In this case financial measures is easy to do, because only related to finance. Therefore, some researchers were collaborated by PT Meratus Line & Group to reconstruct a comprehensive and balanced performance measurement system from both financial and non-financial terms, for which the balanced scorecard method. A balanced scorecard is a contemporary management tool, where in translates to the company's mission and strategy into a comprehensive set of measures. This provided by a framework for measurement and strategic management systems (Kaplan & Norton, 1996; Mulyadi, 2007).

According to research by Staš et al., (2015); Tubis & Werbińska-Wojciechowska, (2017) Ridwan et al., (2013); Rafiq et al., (2020), that scorecard policy has a significant impact on organizational structure, operations, and overall organizational performance. Meanwhile, according to research by Farooq & Hussain (2011); Salem, Abdelnabi, Hasnan (2012) assumed that BSC as a tool is very helpful to bring positive results for performance. However, the implementation of balanced scorecard faces several obstacles.

A balanced scorecard was provides positive input into Small Medium Entrepreneur workforce turnover and productivity (Malagueño et al., 2018; Mtar, 2017). This contradicts with the research conducted by Rompho (2011), which shown that frequent changes in strategy, which are the main factors causing failure of the balanced scorecard in Small Medium Entrepreneurs.

A balanced scorecard is also applied to the education services industry Hladchenko (2015); Ahmad & Kim Soon (2015); Philbin (2011), BSC is one of the most appropriate performance management systems that can measure performance from various aspects including financial, customer, employee and internal business processes perspectives. A balanced scorecard is also applied by non-

profit oriented companies Ekmekçi (2014) that the dimensions of balanced scorecard. There are very adequate to be used to measure the performance of government organizations, even though they are not profit-oriented.

THEORITICAL

Un-systematic Risk

The main challenge for a company in realizing its vision and mission, strategic goals, and strategic objectives for the corporation is uncertainty. What we think is best today is not necessarily best in the future, because conditions change rapidly and are full of uncertainty. From another a situation, every company must be able to anticipate all kinds of possibilities that occur in the future. Uncertainty is full of risk, but there are also opportunities that can be exploited (Domańska-Szaruga, 2020).

For a company is a risk not necessarily considered by other companies. So, the aspects that can affect to the strategic environment on a company must be adapted to the context of the company. The term "one fits for all" does not exist in risk management. The role of risk management in facing some challenges faced by the company to support any achievement such as vision and mission. It has been expected to guide a company for a forward-looking journey (Bertolotti, 2020). This is because the name strategy cannot be directly applied with certainty in the company's journey because it must be adapted to the development of the company's situation. Thus, risk management can assist a company in setting future strategies, then reviewing any strategies were relevant to the evolving situation.

Risk can occur in the service, performance, and reputation of institution concerned. It is occurs can be caused by various factors including natural, operational, human, political, technological, employee, financial, legal, and management events in the organization. Risk associated with this uncertainty occurs due to lack of or unavailability of sufficient information about what will happen. It is uncertain can be beneficial or detrimental. Uncertainty also gives rise to profitable possibilities is known as opportunity. While, uncertainty causes adverse consequences is known as risk (Aven, 2016; Malik et al., 2020; Manzo et al., 2019).

Effectiveness

The definition of effectiveness comes from the word effective, which comes from English, such as an effective. Popular scientific dictionaries have been defined with effectiveness as the appropriate use, results to support goals. Effectiveness is the main element to achieve some goals or objectives that determined in each organization, activity, or program. It is said to be effective if the goals or objectives are achieved as determined. This is in accordance with the opinion of Emerson quoted by Bash (2015), which also stated that an effectiveness is a measurement in the sense of achieving predetermined with goals.

Efficiency

According to the Big Indonesian Dictionary by Setiawan (2019:112) assumed that an efficiency is appropriate to do produce something by not wasting time, energy, cost) being able to carry out tasks correctly and carefully, efficiently. So, efficiency itself can be interpreted by a minimum use of resources in order to achieve optimal results. Mardiasmo (2002:4) explained that efficiency is an achievement of maximum output for budget with certain inputs (budget realization) at the lowest price. Efficiency is a comparison (output/input) associated with performance standards or predetermined targets.

Types of Efficiency

According to Bastian (2019: 89) said that an efficiency is divided into two, such as:

- a. Time efficiency is the level of savings in terms of time during implementation and expenditure (output) until when the expected results (inputs) are optimal.
- b. Cost efficiency is the level of savings and economic sacrifices made to achieve any goals that have been set with a minimum amount.

Strategy Management

An understanding of the strategic management is not only limited to aspects of implementing plans, but also further to aspects such as mission, vision, and institutional goals. This meaning can related to the context of external and internal environment in the organization. Briefly, some authors such as Certo et al., (2020); David (2004) were described with strategic management as the steps for organizational/corporate leaders to carry out various activities, systematically. These steps are included an organizational/corporate environmental analysis that provides an overview of opportunities and threats. Then, a next step is to analyze the strengths and weaknesses of the organization/corporation in the context of internal environment. These two steps are carried out in an effort to establish the vision, mission, and organization goals.

Characteristics of Strategic Management

This strategic management really different from others, which is a strategic management always responds to the dynamics of a change environment. It can affect to the implementation of management itself and strives to realize the goals (Pearce & Robinson, 1988).

Management Accounting

According to the Chartered Institute of Management Accountants (CIMA) in Mulyadi (1997:29) discussed that management accounting is a process of identification, measurement, accumulation, analysis, preparation, interpretation, and communication of information. It was used by management to plan, evaluate, and control within an entity and to ensure appropriate, then also accountable use of these resources. Management accounting has been focuses on providing financial information for the company's internal management purposes. Management accounting relates to information about the company to provide benefits to users of financial statements. Especially, those within the company was used as a basis for consideration in making a decision. This information is also used to view/assess the results obtained from the company's activities. Instance of planning, organizing, directing, and controlling or making decisions about all matters relating to policies concerning the future of the company (Putri, 2017; Siregar, 2018:12).

Management Accounting Objectives and Functions

According to Mulyawan (2017) said that the purpose of management accounting is primarily to provide precise and accurate financial statistical information to management. So, some managers or companies can make the right decisions both short-term and long-term decisions.

Development of the role of management accounting

According to Hariyani (2018: 90) said that the role of management accounting as a company's financial information processing system is divided into:

- a. Score recording. Management accounting plays a role in providing financial information for the preparation of activity plans. It was providing information as a basis for allocating resources to various planned by some activities. Management accounting records the score and communicates to the manager, which is concerned to enable management to evaluate the implementation for set plans. In this purpose, management accounting must be thorough, relevant, and reliable.
- b. Attention directing Management accounting also provided with some information on deviations from the implementation of plans. It was required by management's attention, so management can formulate actions to prevent continued retention that occurs.
- c. Provision of information for problem solving

Trends Are Cause Changes in Management Accounting

According to Ernawati & Budiyo (2019) and Setiawati (2007) assumed that trends are caused with changes in management accounting such as:

- a. Advances in information technology: Management accountants are capable of engineering information that was previously impossible to do manually.
- b. Implementation of Just-in time (JIT) manufacturing: The company only produces on a demand basis, without taking advantage with the availability of inventory and without incurring inventory costs.
- c. Increased demand for quality: The concept of total quality control (TQC) is a control concept that puts control responsibility on the shoulders for every employee. It was involved with starting from the product manufacturing process, design, production process until the product is purchased by a buyer.
- d. Increasing product diversification and complexity, as well as shorter product life cycles: with modern equipment, some factories will produce complex products. The product life cycle more requires careful planning between revenues and costs, so investment made by companies in product design and development can be estimated.
- e. The introduction of computer can integrated with manufacturing: modern factories are able to innovate very quickly and are able to produce products with perfect designs.

Definition of Balanced Scorecard

According to (David, 2004) said that balanced scorecard analysis itself requires companies to answer the following questions:

- a. How well is the company continuously improving and creating value in measures such as innovation, technological leadership, product quality, operational process efficiency, and the like?
- b. How well does the company maintain and even enhance its core competencies and competitive advantages?
- c. How satisfied are the company's customers?

Performance assessment

The word assessment is often interpreted as the word assessment, while the company's performance is something produced by a company within a certain period with reference to the standards set. Thus, the company's performance assessment implies a process or assessment system regarding the implementation of the work ability of a company (organization) based on certain standards (Kaplan and Norton, 2000). The purpose of performance appraisal is to motivate personnel to achieve organizational goals and comply with predetermined standards of behavior, in order to produce actions and results desired by the organization. Standards

of behavior can be in the form of management policies or formal plans as outlined in the organization's strategic plans, programs and budgets.

Performance Assessment With Balanced Scorecard

A balanced scorecard has been translated to the vision and strategy into various objectives and measures, which are arranged in four perspectives, such as finance, customers, internal business processes, learning, and growth (Kaplan and Norton, 2000).

Financial Perspective Performance Assessment

Measurement for company performance in a financial perspective is to use ratios or comparisons. It can be calculated using ratios or comparisons. Management must pay attention that all financial ratio analysis shown with good results, because management must be able to pay obligations to creditors including an ability to generate profits for the company. According to Walsh (2003) in Mukherjee & Sain (2019) also discussed that productivity and revenue performance variables are supporting many components of the company's financial performance variables in the form of return on total assets (ROTA) performance.

Customer Perspective Performance Assessment

According to Kaplan and Norton (2000) assumed that from the customer perspective, managers can identify any market segmentation like business unit. It will compete with some various measures of business unit performance within that market segment. The main measures are consist for customer satisfaction, customer acquisition, and customer retention. The customer perspective has two measurement groups, including:

Main Customer Measurement Group

The main customer measurement group has several measurement components, such as:

- a. Customer Acquisition Measures, the number of new customers were compared by spent for each new customer and revenue earned from new customers.
- b. Customer satisfaction with difference patterns between expectations and actual performance

Internal Business Process Perspective Performance Assessment

In the perspective of internal business processes, executives can identify for some various important internal business processes that must be mastered well by the company. This process enables to the business unit to deliver a value proposition that will attract and retain customers in this market segment, also meet shareholders' expectations of high financial returns (Kaplan and Norton, 2000).

Learning and Growth Perspective Performance Assessment

Widjaja (2003) was stated that a learning and growth perspective measured with the company's ability to develop and utilize human resources. So, the company's strategic objectives can be achieved for the present and the future. Eventually, the learning and growth perspective also focuses on human capabilities. Because companies have been realize with any importance of intellectual assets in every organization. Goals set in the learning and growth perspective are also driving many factors for outstanding performance in the other three balanced scorecard/BSC perspectives. The primary measurement group for assessing a learning and growth perspective.

METHODOLOGY

This research was using a qualitative approach because in its implementation the researcher based on social and natural facts (naturalistic). It means that the object of research cannot be forced by researcher. But, it must be able to adapt to the conditions of research field, the key instrument, descriptive data, not based on statistical analysis, and reported in a narrative (Hermawan & Amirullah, 2016: 89).

A unit of analysis is the opinion a key informant with consisting in the main director, finance, fleet, HRD, field operations, and customer service. The opinion researched is about an implementation of balanced scorecard through unsystematic risk to reconstruct the effectiveness and efficiency of corporate strategy. The use of a unit of analysis is indeed in accordance with Yin (2009) and reinforced by Hidayat, (2019; Manzilati et al. (2014), which stated that the unit of analysis is related to "what is being studied". Research objectives have been formulated will be easier to achieve (Hermawan & Amirullah, 2016: 131).

The setting of this research was carried out in a shipping company, such PT Meratus Line & Group. For the company address is in Aloon-Aloon Priok No.27 Road, Perak Bar, Krembangan District, Surabaya City, East Java. PT Meratus Line & Group has long been known as a company engaged in the shipping and transportation industry on a national and multinational scale.

This research was used by in depth interview, Focus Group Discussion (FGD), observation, and documentation. Researchers also used the triangulation of data sources by examining a data. It has been obtained through several sources, like a crosscheck from the source of financial manager with marketing division in the company PT Meratus Line & Group.

This research is used with Nvivo 12 software that one of a program or application can analyze qualitative data. The function of Nvivo12 is to process text in various forms such as interviews, field notes, audio videos, and other text forms. Nvivo12 allows researchers to explore some meanings, connections, and differences between concepts or cases. Some results of these explorations can be visualized, for example, such as tree maps, mind maps, or project maps (Adu, 2019; Bengt Edhlund, 2019; Salahudin et al., 2020).

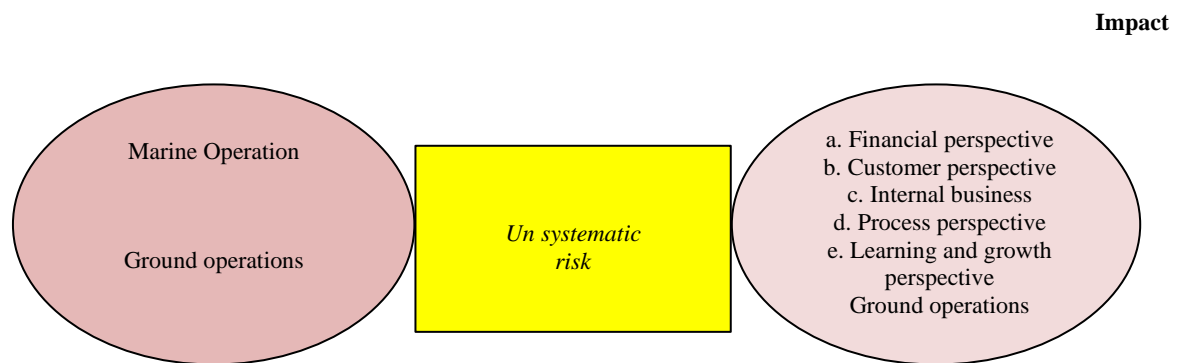
RESULTS

Unsystematic Risk Analysis of PT Meratus Line & Group

According to Gurtu & Johnny (2021) are discussed that the operation of PT. Meratus Line & Group as a ship based company. It has links with various entities, both regulators and competitors. On the other hand, it is can moving with external environment affects to the company's performance. Changes systematic risk will be felt by all companies, however, the degree of internalization in environmental conditions always differ between companies.

In case that PT Meratus Line focuses on sea transportation operations, but factually the company's operations consist between sea operations and land operations. Because the container transportation business is not limited to port to port services, but from port to customer. It is in this context, operational risks arise both from the side of operations at sea and on land. The impact of this operational risk as unsystematic risk, the solution looks at 4 perspectives as the balanced scorecard.

Source of the problem/Risk Troubleshooting



Picture 1. Integration between Un-systematic risks with the four perspectives of the Balanced scorecard

Based on the integration chart above, it can be interpreted with source of operating risk at PT. Meratus Line & Group comes from sea operations and land operations carried out by the company. Some efforts can solve all problems and always correlate with the 4 perspectives in balanced scorecard. Conditions have been occur during the operation process become a risk. Because it has a potential to cause losses from various perspectives (Aven, 2016; Malik et al., 2020; Manzo et al., 2019). For this reason, risk mitigation for companies through various scenarios, through making the right decisions (Manzo et al., 2019: 78).

Proposition 1: Un systematic risk PT. Meratus Line & Group comes from the company's operating system whose solutions are include a financial perspective, a customer perspective, an internal business process perspective, a learning and growth perspective.

Based on research by Moeheriono (2018) said that a mind map of this research is likely dashboard about maps with strategic goals on the organization for causal relationship framework. It was also described by the journey for some organization's strategy. The purpose of making a strategy map is to facilitate an organization in communicating for overall strategy. It is to all members involved about understanding any success to achieve organizational goals.

Financial Perspective

From a financial perspective, the company also sets strategic goals, such as increasing profitability. Because profit can function to ensure the survival of company. Instances, some strategic also measured by increasing profit for company revenue, which can be triggered by an increase in service sales.

According to Rahardjo (2007:69) said that some indicators of the effectiveness for financial performance using analysis of income variance (contribution margin). According to Mowen (2004: 371) stated that a variance of the contribution margin is a difference between the actual contribution margin and the budgeted contribution. This variant is favorable, if the contribution margin generated is higher than the budgeted amount. Besides that operational activities are considered with effective, if the actual income has a difference of more (profit) than the planned income. So, if it has a difference of less than the budgeted plan, it is not effective, absolutely. An efficiency indicator of service sales activities can be seen from the ratio of costs and profit ratios.

Some conditions were founded in the income field of PT Meratus Line & Group for the last 2 years. It has increased with addition of net income/profit in 2019 by Rp701.331.015.116.00 while in 2020 it was Rp708.164.917.320.00. It is can measurement to the profitability of service sales function, which is company's revenue. Because, a company has been expected with the level of income to increase every year. So, a profit is derived from the income by the sale of shipping services with minus costs incurred by a company.

This finding is in accordance with the empirical study by Gao et al., (2013), the need for operating costs of shipping companies for financial performance, needed. Based on a research by Hsu et al., (2013), also founded that shipping companies can improve operations and focus their efforts and investments on areas. It has any potential to increase profitability. It will be focus on strategy such save operating costs because the SOR ratio increases every time that transported to PT Meratus Line & Group.

Proposition 2: An ability to achieve service sales targets and cost control is the main indicators from a financial perspective compared to other indicators.

Customer Perspective

Customer perspective analysis aims to analyze a relationship between the company and customers. It will have an impact on the performance of PT. Meratus Line & Group in the long term. From a customer perspective, the company sets two strategic goals, such as customer retention and increasing the number of new customers.

Customer retention is a way for companies that can apply to be able to keep their customers in order to continue using some services at PT. Meratus Line & Group within a certain period of time. This strategy also designed to create customer satisfaction. This target is a top priority for the company because any level of customer satisfaction can affect to the level of loyalty / retention. In another hand, a level of customer trust in the company. So, it is can measures for strategic objective such as:

- a. Punctuality was shown that timeliness of a ship to the destination. Based on the schedule was measured by customer satisfaction. It is to carry out a partnership strategy between the shipping industry as part of a strategic activity to achieve high performance in time delivery of goods aspect.
- b. Reliability is a strategy used by PT Meratus Line & Group in reliability indicators in retaining customers is shipping. It can be traced by customers, improve the completeness of fleet support, and information on clarity of costs or service prices.
- c. Tariffs are some strategies are used by PT Meratus Line & Group in the Tariff Indicator (Price) are:
 1. Tariff contracts for priority customers who continue to use any services at PT Meratus Line & Group with large shipping volumes that required with many containers likes shipping goods.
 2. Tariffs through associations to prevent tariff wars because a tariff war in the long term, which is very detrimental to the company and causes with bankruptcy.
- d. Security of customer goods is responsibility of the sea transportation service company. It is to achieve this goal, a strategy has been undertaken by PT Meratus Line & Group is (a) Vessel certification. A ship in order to carry out its duties properly and safely, must be equipped with ship documents in accordance with applicable regulations. A number of new customers is a strategic goal with a positive impact to the company turnover. Strategic initiatives are taken by the company to increase a number of new customers. There are by expanding agents and market penetration to areas. It has not been reached with a company and increasing any intensity of promotions.

Proposition 3: Customer retention and finding a new customer is a strategic effort on PT Meratus Line & Group on the customer's perspectives.

Internal Business Process Perspective

The findings are shown that there are two internal business indicators carried out by PT Meratus Line & Group, such as: innovation and focus. This is in accordance with the viewed by Kaplan & Norton (2009) which divides internal business processes in three ways, including innovation, operation, and after-sales service. This is also in line with the viewed by Atkinson (2006) stated that an internal business process perspective can identifies operations as a determinant of success, customer management processes, innovations, and social rules. Some processes for organizations must implement properly in order to achieve customer goals, revenue growth, and profitability.

According to Kaplan & Norton (2009) discussed that an internal business process perspective begins with innovation process are exploring current and future customer needs and developing solutions to needs, operating processes, delivering products or services to current customers and ending with after-sales service. Based on the results of in-depth interviews, there are 2 themes founded in the field, such (a) economical fleet development, because of a company buy boats for rivers. (b) coepetition with a company division to operating areas between other companies.

In a corporate environment, workers/employees as Human Resource are required by open communication within the limits of their respective authorities and responsibilities. Smooth communication to obtain information that considered important by workers/employees and delivered on time. It can create a sense of satisfaction and lead to positive work motivation. For this reason,

companies in conveying information can be suitable in the form of meetings or directly to each employee, or through divisional internal meetings.

The findings are based on interviews with informant Juhdi (one of the operational land managers), every time there is a problem in his division or other field divisions, an internal evaluation is always carried out. The accuracy of work does not occur delays, which is a customer complaint handled immediately.

Proposition 4: Innovation are focused with the keys to success on PT. Meratus Line & Group from the perspective of many companies' Internal Business Process

Learning and Growth Perspective

Human resource development and maritime education are very much needed, especially for marine experts in understanding safety, security, and regulatory aspects. Ricardianto et al., (2020) has been explained by needed for human resources in the field of sea transportation. It can be projected from cargo loads and global regulations (IMO, UNCTAD, MEA) through education levels.

In the learning and growth perspective, a main theme is to prepare motivated human resources aimed at obtaining skilled workers, competent in their fields, and have strong leadership with giving them access to information about a condition of the company (Ricardianto et al., 2020).

Findings in the field through interviewing informants from PT Meratus Line & Group has implemented by a learning strategy and growth set with four strategic targets, such as: (a) Upgrading Human Resources (HR), (b) Reward and Punishment, (c) Suppressing employee turnover, (d) Problem solving.

The research findings are relevant to the findings of Rafiq et al., (2020), Kairu et al., (2013), Sulanjaku (2014) discussed that an application of the balanced scoreCard in the perspective of learning and growth in a company refers to 3 (three) main factors, such as humans (employees), systems, and work procedures (SOP). Furthermore, it is seen as supporting growth in the long-term work plan. Mtar (2017) said that the balanced scorecard was provides with positive input into labor turnover and productivity.

Measurement results from other perspectives tend to show a relatively large gap between employee capabilities, operational work systems, and procedures applied with achieve consistent work results. In this case, it can reduce the level of this gap, which is a company applies a learning and growth perspective as an investment to ensure the achievement of long-term company goals.

According to the views of Kaplan (2009: 56) and Niven (2010: 91) assumed that a perspective to learn and to grow has three important dimensions to be targeted, such as an ability of workers (skill abilities-capabilities), using information systems, and a situation of workers which includes motivation, empowerment, and alignment.

Proposition 5:

CONCLUSION

Whereas, the Unsystematic Risk problems have been experienced by PT Meratus Line & group and classified into two areas, such as land operations and sea operations. Unsystematic risk land operations also include trucking management, depot layout, container handling management, fleet (truck) advice, trucking traffic, truck vendors, additional cost allocation (entertain), and misplacement of people in control of ships. For sea operations, unsystematic risks are included damaged ships (striking at sea), shortage of ships (fleet), shortage of containers, ships running aground, ships running out of fuel, placement of ships not in accordance with ports, loading and unloading management, and fuel costs.

A financial perspective, it was founded that the company's strategic objectives are to increase profitability by taking strategic steps in the form of increasing sales and decreasing operating costs. Financial ratio analysis, as well as analysis of financing sources have not become a priority at this time, including option to issue shares as an alternative financing for PT Meratus Line & Group.

A customer perspective, strategic objectives are founded that customer retention can increase a number of new customers. Because some company's steps can realize customer retention with a strategy of timeliness, reliability, tariffs, security, and service. Meanwhile, any steps are taken by a company to increase the number of new customers are through a promotional strategy through Corporate Social Responsibility.

In the internal business and process perspective, some strategic objectives likely innovation, founded on. In conclude, some company's steps to realize innovation are by developing an economical fleet and co-optation. Meanwhile, to realize the strategic objectives of customer management by planning and strategy, then work accuracy.

In the learning and growth perspective, strategic objectives are founded with upgrading human resources (HR), reward and punishment, suppressing employee turnover, and problem solving. For another reason, it was realizing HR upgrading, training programs are carried out. Moreover, it is to realize reward and punishment, assessment steps are carried out through KPI (Key Performance Indicators), employee career grades. Meanwhile, to realize employee turnover, strategic steps are carried out through contract letters and a salary system, which is equivalent to other industries. Furthermore, on the problem solving sides of PT. Meratus Line & Group took strategic steps in the form of problem classification and coordination of problem solving.

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