

Original Research Article

Corporate Social Responsibility Performance Based on Balanced Scorecard Analysis

Wawan Rudi Berlianto^{1*}, D. A. Lasse¹, Sarinah Sihombing¹¹Institut Transportasi dan Logistik (ITL) Trisakti, Jakarta, Indonesia**Article History**

Received: 28.09.2022

Accepted: 02.11.2022

Published: 09.11.2022

Journal homepage:<https://www.easpublisher.com>**Quick Response Code**

Abstract: The existence of the COVID-19 pandemic situation requires efforts to improve corporate social responsibility (CSR) performance at PT Pelni during the pandemic. This study aims to determine and analyze PT Pelni's CSR performance during the COVID-19 pandemic based on balanced scorecard analysis. The research uses qualitative methods. Data were collected by interview and documentation study. Data analysis using Miles and Huberman's formula. The results show that PT Pelni's CSR performance of financial perspective during the COVID-19 pandemic has decreased, the customer perspective has decreased, the internal business perspective is quite good, and the learning and growth perspective is also quite good.

Keywords: Performance, corporate social responsibility, balanced scorecard.

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INTRODUCTION

Transportation has important benefits, especially in the economic aspect. Smooth and adequate transportation can facilitate the marketing of production and distribution. With these conditions, the economy of a country can develop, and regional expansion can also be carried out properly. Therefore, transportation stakeholders, especially transportation companies, have an important role in economic development. In an effort to carry out its role, the company seeks to gain profits so that its performance remains good and grows so that it can maintain its survival. However, the company is not only concerned with performance but also needs to have a positive impact on society and the environment. This concept is known as CSR, namely corporate ethical actions directed at improving the economy accompanied by positive contributions to social and environmental conditions.

PT Pelni, as one of the State-Owned Enterprises engaged in sea transportation for inter-island passenger and goods transportation, also has a CSR role. The implementation of PT Pelni's CSR is carried out through a partnership and environmental development program (PEDP), although there are also CSR programs outside of the PEDP. PEDP performance in 2019, seen from the level of the collectibility of partnership program funds, is still low. Partnership funds between provinces are not evenly distributed. The

realization of partnership funds and community development for each sector is also not appropriate. In 2020, the realization of the distribution of partnership programs only reached 80% of the total budget. Meanwhile, the PEDP performance measurement carried out by the PEDP unit cannot provide an overview of how PEDP performance is in line with the company's mission, vision, and long-term goals and contributes to sustainable development. PEDP performance is only related to PEDP achievement targets from the budget, the collectibility of partnership program funds, fostering fostered partners to upgrade, and sustainable environmental development programs. Therefore, other more accurate CSR performance measurement models are needed, especially when companies are affected by the COVID-19 pandemic. Based on this urgency, this study aims to measure PT Pelni's CSR using a balanced scorecard (BSC) analysis approach. BSC is a collection of integrated performance measures derived from the company's mission and vision to support the company's overall strategy that describes the performance of individuals or groups measured using two aspects, namely financial and non-financial aspects, through internal and external sides, short term and long term, with financial, customer, internal business processes and learning and growth perspectives.

LITERATURE REVIEW

CSR

In running its business, the company wishes to prosper all parties involved and does not want to harm other parties, such as the community around the company, and the company's operations can take place continuously. Therefore, companies are not only concerned with company performance but also pay attention to the surrounding environment, so CSR is needed. According to Safaradz (2017), CSR is a concept in which business organizations consider the interests of the community and are responsible for the impact of company activities on customers, suppliers, employees, shareholders, communities, and other stakeholders as well as the environment. For Aguinis, as quoted by Munro (2020), CSR refers to specific organizational policies and actions that consider stakeholders and the economic, social, and environmental triple bottom line performance. Meanwhile, Parengkuan (2017) states that CSR is the commitment of the company or the business world to contribute to sustainable economic development by focusing on the balance between attention to economic, social, and environmental aspects.

The European Community Commission (in Munro, 2020) defines CSR as a concept whereby companies integrate social and environmental aspects in their business operations and in their interactions with stakeholders on a voluntary basis. Meanwhile, Bowen, as quoted by Hery (2017), defines CSR as the obligation of entrepreneurs to formulate policies and make decisions that are in line with the goals of community values. Said (2018) interprets CSR as an effort from a company to raise its image in the eyes of the public by making charity programs both external and internal. External program by running partnerships by involving all stakeholders to show the company's concern for the community and the surrounding environment. Meanwhile, internally it is able to produce well, achieve maximum profit and prosper its employees.

Effective corporate governance, which encourages monitoring, is positively associated with strict CSR responsibilities, where failure to comply with standard rules or regulations, which may result in penalties or erosion of the company's reputation, can be avoided (Elgergeni *et al.*, 2018). Good CSR contributes to the improvement of brand image and reputation (Kumar, 2018). CSR is also an important factor for promoting brand image and customer satisfaction and loyalty. CSR has the ability to have a short-term impact by encouraging purchase intention, and a long-term effect, by helping to develop a company's reputational capital, which can provide a competitive advantage (Bianchi *et al.*, 2019). In addition, the implementation of CSR can bring positive benefits to the community and the government. Government collaboration with companies or organizations that implement CSR helps

the community a lot (Syairozi, 2019). Antonius (2017) states that the benefits of CSR are profit, people, and the planet. Moreover, disclosure through a sustainability report that includes CSR will improve the company's relationship with related parties, especially stakeholders and regulators (Syairozi, 2019).

Performance

According to Edison *et al.*, (2017), performance is the result of a process that refers to and is measured over a certain period of time based on pre-determined provisions or agreements. Meanwhile, according to Zaenal *et al.*, (2019), performance is a general term used in part or all of the actions or activities of an organization in a period with reference to a number of standards such as projected past costs on the basis of efficiency, management responsibility or accountability and the like. For Sutrisno (2017), performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities or about how a person is expected to function and behave in accordance with the assigned tasks charged to him as well as the quantity, quality and time used in carrying out the duties. Meanwhile, Moehariono (2018) defines performance as a description of the level of achievement of the implementation of an activity program or policy in realizing organizational goals, objectives, vision, and mission as outlined in an organization's strategic planning. Therefore, performance needs to be measured. According to Moehariono (2018), performance measurement refers to the process of assessing the progress of work against goals and objectives in managing human resources to produce goods and services, including information on the efficiency and effectiveness of actions in achieving organizational goals. Thus we need a performance measurement that can be used as a basis for assessing the progress that has been achieved compared to the goals that have been set, as well as a communication tool and management tool to improve organizational performance. Performance appraisal has the aim of providing assurance to employees that superiors and organizations are transparent in performing performance appraisals and motivating employees to achieve predetermined organizational standards and goals (Koesomowidjojo, 2017).

BSC

According to Rangkuti (2017), BSC is a measurement concept that is derived directly from the company's business strategy that needs to be continuously monitored because it will direct employees to the factors that drive the key to success to build the company's success. To achieve this success, companies must be motivated to make continuous improvements to both the performance measurement results and the performance benchmark itself. The performance benchmark in question is a key

performance in the BSC. Mowen *et al.*, (2017) interpret the BSC as a strategic management system that defines a strategy-based accountability accounting system. Hery (2017) interprets the BSC as a collection of integrated performance measures derived from the company's mission and vision to support the company's overall strategy.

According to Koesomowidjojo (2017), some of the advantages of implementing the BSC are: the organization is easy to explain the organization's vision and strategy, the performance goes better, employees can be motivated to be responsible for the progress of the organization and contribute to building the organization; produce performance in accordance with organizational goals, and provide convenience for the organization in identifying the results of feedback that are used as the basis for making decisions.

Sujarweni (2017) explains the BSC perspective from a financial and non-financial perspective, namely the customer perspective, the internal business process perspective, and the learning and growth perspective. Hery (2017) suggests that the BSC continues to use a financial perspective because the financial perspective is an overview of the economic actions that have been taken by the company. This perspective shows whether strategic planning, implementation, and implementation have an impact on increasing company profits. Performance measurement with a financial perspective considers three stages in the business life cycle, namely: growth, sustain, and harvest. According to Hansen and Mowen (in Syagran *et al.*, 2020), the financial perspectives of implementing strategies at each stage of the business life cycle are revenue growth and mix, cost reduction/productivity improvement, and asset utilization/investment strategy. From the customer's perspective, evaluation and measurement of performance are customer-oriented, to what extent they get satisfaction. This is done to achieve the expected financial targets. A product or service will be more valuable if its performance is closer to or even exceeds what the company expects. There are three things that are used as material for customer assessment, namely the level of customer satisfaction, how big the company's market share is, and consumer profitability. This is used to measure how much profit the company has achieved. According to Koesomowidjojo (2017), the customer perspective views that in calculating the performance of an organization by looking at how much customer satisfaction is obtained from the services provided by the company. Hery (2017) argues that the customer perspective is a leading indicator, where if the customer does not get satisfaction from the goods/services provided by the producer, the customer will look for other producers to meet their needs.

The internal business process perspective is a perspective that evaluates the relevance of the

company's performance appraisal system design that is able to implement the company's strategy and form a good internal business process mechanism. The stages in the internal business process include the innovation process, the operation process, and the process of delivering products or services to customers. Hery (2017) states that BSC, in this perspective, allows managers to find out how well their business is running and whether their products/services are in accordance with customer specifications.

Finally, the growth and learning perspective is a perspective that assesses performance measures that can direct the company to make changes so that it can continue to grow and create the future. The factors that must be considered are the ability of employees, the ability of information systems, motivation, empowerment, and inclusion. According to Hery (2017), the learning and growth perspective is a process of identifying the infrastructure, which makes it possible for the company to be able to achieve the targets in the previous perspective. The learning and growth processes are sourced from human resources, systems, and organizational procedures. Indicators of employee learning and growth perspective are employee satisfaction, training, turnover rate, and employee productivity (Gunawan, 2021).

Previous Research on CSR and BSC

Rahdari *et al.*, (2020), in their research, explore the priorities and CSR performance of the 23 largest global retailers using four dimensions: social, economic, environmental, and supply chain models for evaluation of sustainability performance. Their results show that all global retailers pay attention to the same dimensions of CSR and do so differently in different regions; the variation and lack of meaningful progress suggest that there is a role for stronger government regulation.

The study by Amin *et al.*, (2020) attempted to examine whether and how board connections affect CSR performance. The findings show that the informational advantage of the network as the main channel that allows good board connections can improve the company's CSR performance. The Philips *et al.*, (2019) investigation, which examines leadership and CSR as valuable resources of value chain capabilities, and their influence on CSR performance and the impact on customer satisfaction and financial performance in the context of the aviation industry, the results show that CSR performance includes social and environmental performance. . The social performance construct is an ethical understanding of an organization's responsibility for the impact of its business activities on society, while the environmental performance construct is the maintenance of natural capital.

Ezzi *et al.*, (2020), in their study, analyzed the importance of the role of the chief executive officer's emotional intelligence in explaining the interaction relationship between research and development and CSR performance. Calculation of CSR performance based on items designed to measure customer relations, employee relations, community and regional relations, and the company's environmental performance. Guix and Font (2020) also describe the materiality of the BSC, which is an integrated framework that links sustainable hospitality management performance and reporting as an instrument for defining, communicating, and operationalizing strategic sustainability goals.

Fatima and Elbanna (2020), in their research, indicate that after being introduced in 1992, BSC has attracted a lot of attention from scholars and practitioners. This is evidenced by the increasing number of publications discussing BSC and the large number of professional events dedicated to it. However, there is still little research on BSC in the hospitality and tourism industry. One of them is the BSC sustainability framework, where the 4 BSC perspectives are added with a social perspective and an environmental perspective. Kumar and Anbanandam (2018) highlight that sustainable business organizations need to consider the importance of economic, environmental, and social sustainability.

Sanchez-Marquez *et al.*, (2020) conducted a study with the aim of developing and validating a methodology for selecting the most important key performance indicators from a balanced scorecard. The methodology uses and validates the implicit hypotheses in the BSC model, together with qualitative and statistical analyses. It helps to define a small set of indicators that summarize the company's performance. This method is tested using three years of actual data from the BSC of multinational manufacturing companies. The results show that the scorecard can be summarized in six metrics, namely security, quality, delivery, people, maintenance, and cost.

Given the importance of service quality and the position of banks in the global and national economy, Bazrkar *et al.*, (2017) researched with the main objective of designing a total quality model at Qavamin Bank to align organizational strategies, improve performance and increase customer satisfaction using six BSC dimensions, namely financial perspective, customer perspective, internal process perspective, learning and growth perspective, and social perspective and environment and six sigma analysis. As a result, the total quality model with BSC and six sigma approaches aligns the organization's strategy, improves performance, and improves customer satisfaction.

Idrawan (2017) analyzed the performance measurement of PEDP using the Sustainable Triangle Principle (STP) model. This STP model adopts the use

of the BSC performance approach and the prism performance assessment method in placing the sustainability principles according to the Global Reporting Initiatives (GRI) approach to be integrated into the performance management measure design through understanding stakeholders, processes, and PEDP capabilities. The research uses case studies with interview and documentation data collection techniques. The results show that there is a performance appraisal index that can be used by PEDP managers covering economic, environmental, and social aspects. This performance index has explored the wishes and contributions of stakeholders, including the government as regulator and shareholders, employees, third parties as service providers for PEDP, and communities who receive assistance from partnership and community development programs.

RESEARCH METHODS

This study uses a qualitative approach, namely research that uses a natural setting with the intention of interpreting the phenomena that occur and is carried out by involving various methods. Qualitative research seeks to explore and understand the meaning of individuals or groups of people in certain social contexts (Creswell, 2014). While the design is phenomenology, which describes the meaning of a person's experience with a concept or phenomenon (Creswell, 2014). Data was collected through in-depth interviews and documentation. Interviews were conducted to obtain information about PEDP (CSR) PT. Pelni. While the documentation is carried out by tracing various documents, which include general history and company profiles, CSR policies, financial reports of PEDP units, reports on the distribution of partnership program activities and community development programs of PEDP units, and other supporting documents. From interviews and document searches, primary and secondary data were obtained, which were then processed and analyzed using the Miles and Huberman formula, namely data reduction, data display, and concluding drawing/verifying.

RESULTS

PT Pelni's CSR performance measurement with BSC analysis on PEDP was carried out by the company during the 2020 COVID-19 pandemic through financial and non-financial perspectives, namely customer perspectives, internal business processes, as well as learning and growth. From a financial perspective, the indicators are revenue, expenses, net assets, cash flow, and asset value. The financial perspective provides an overview of the economic actions taken by the company and their impact on the company. In terms of revenue indicators, during the COVID-19 (2020) pandemic, PEDP Unit revenue decreased. The reason is that partners' income has decreased due to low consumer purchasing power, which has an impact on partner loan repayments.

Meanwhile, the source of income for PT Pelni's PEDP unit comes from the basic budget and loan administration service income (interest) and other sources of income, namely current account service income and excess partner installments. Regarding expense indicators, the burden of PEDP units during the COVID-19 pandemic and before the pandemic is no different. This is because it is net income from current accounts. As for the net asset indicator, during the COVID-19 pandemic compared to before the COVID-19 pandemic, it decreased. Assets in the PEDP unit consist of bound and unbound assets. Restricted assets are assets whose use is limited by the owner, while unrestricted assets are not limited in use. The cash flow indicator decreased during the COVID-19 pandemic compared to before the COVID-19 pandemic. In comparison, the asset value indicator shows the absence of asset value. Thus, there is no difference between asset value before and during the COVID-19 pandemic.

BSC analysis in customer perspective using satisfaction, retention, market share, and brand strategy indicators. Satisfaction from PT Pelni's foster partners during the COVID-19 pandemic is still quite good. PT Pelni strives to continue to provide capital assistance, although it must be careful in distributing it so that bad loans do not occur. The satisfaction obtained by the fostered partners can be a promotion for the partnership program, which in turn can also improve the company's image on the part of consumers and fostered partners. During the COVID-19 pandemic, operational activities and profits generated by Micro, Small and Medium Enterprises (MSMEs) that received partnership funds decreased. The COVID-19 pandemic has greatly affected MSMEs because community activities and business operations are limited. In order for the partnership program to be successful, the PEDP unit makes efforts to increase partner knowledge and business promotion by holding training and exhibitions. Meanwhile, the company's brand strategy during the COVID-19 pandemic is also quite good.

From an internal business perspective, PEDP requires standard operating procedures as guidelines for implementing activities. The standard refers to the decision letter of the board of directors regarding standard operating procedures for the partnership and community development program that applies to the head office, branches, and fostered partners throughout Indonesia. Internal business process perspective with indicators of inventory, orders, resource allocation, and time cycle. For the inventory indicator, namely the initial cash balance, during the COVID-19 pandemic, it decreased. The reason is the increasing distribution of partnership funds. Regarding the application to become a foster partner during the COVID-19 pandemic, there is no difference. Criteria for eligible partners to be assisted are carried out in accordance with SOPs and provisions. Meanwhile, the partners' responsibility for the partnership funds they receive is to pay off the

principal and interest. During the COVID-19 pandemic, non-performing loans increased as MSME income declined. The party responsible for the partnership fund bad credit is the PEDP unit. Supervised the use of partnership funds through quarterly reports. The length of time required to apply to become a foster partner is 1-3 months.

From the learning and growth perspective, the indicators of employee statistics, employee turnover, employee skills, and employee education are used. PEDP unit personnel consist of three people, namely a supervisor assisted by two staff. PEDP unit employee satisfaction is quite satisfactory. The PEDP unit employee turnover condition is low. The skills of the PEDP unit employees are quite good, with the education of the PEDP unit employees being undergraduates.

DISCUSSION

The CSR performance of PT Pelni's PEDP Unit using BSC analysis from a financial perspective has decreased during the COVID-19 pandemic. This is understandable because, during the COVID-19 period, PT Pelni's fostered partners who received partnership funds were greatly affected by the pandemic due to a decline in people's purchasing power. MSME income decreased, resulting in disruption of MSME installments, and then the income, net assets, and cash flow of PEDP units also decreased.

The CSR performance of PT Pelni's PEDP from the perspective of customers during the COVID-19 pandemic has also decreased. The trigger was during the COVID-19 pandemic, the operational activities and profits of MSMEs that received partnership funds decreased. However, the satisfaction of the fostered partners is still quite good. The PEDP unit, during the pandemic, continues to strive to increase partner knowledge and business promotion by holding training and exhibitions. The development of the number of MSME partners and the company's brand strategy is also quite good. This means that the PEDP unit can adapt to the COVID-19 situation by managing fostered partners so that they can give a positive image to the company.

PT Pelni's CSR PEDP performance from an internal business perspective during the COVID-19 pandemic was quite good, although the initial cash balance during the COVID-19 pandemic decreased. This is understandable because the number of distributions of partnership funds has increased. The number of applications to become foster partners during the COVID-19 pandemic is no different from the previous period. The trigger is loans with low interest. This is an attraction for MSMEs to increase their business. The PEDP unit in determining MSMEs eligible for assistance already has guidelines in the form of SOPs and provisions from the Ministry of State-

Owned Enterprises. However, this needs to be tightened with debt guarantees and adequate business surveys so that potential losses due to bad loans can be minimized. Control of partnership funds through quarterly reports is too long. This can lead to potential partnership funds being misused. While the length of time required to apply to become a foster partner is 1-3 months, which is quite fast PT Pelni's CSR PEDP performance from the perspective of learning and growth during the COVID-19 pandemic is quite good. PEDP unit employee satisfaction is quite adequate, turnover is also relatively low, employee skills are quite good, and employee education is also relatively adequate. However, the number of PEDP unit personnel is still relatively small compared to the large partnership funds.

The findings of this study indicate that the BSC, as a performance analysis approach, can be used to analyze the CSR of marine transportation companies. This can strengthen previous research conducted by Fatima and Elbanna (2020), Kumar and Anbanandam (2018), Sanchez-Marquez *et al.*, (2020), and Bazrkar *et al.*, (2017), which uses the BSC as a performance analysis tool for various companies in several industries.

CONCLUSION

PT Pelni's CSR performance during the COVID-19 pandemic from a financial perspective decreased, marked by a decrease in revenue, net assets, and cash flow of the PEDP unit. The same thing happens from the customer's perspective. Operational activities and profits generated by MSMEs decreased. However, the satisfaction of the fostered partners is quite good. The PEDP unit, during the pandemic continues to make efforts to increase partner knowledge and promote business by holding training and exhibitions. The development of the number of MSME partners and the company's brand strategy is also quite good. From an internal perspective, the business is also quite good, as indicated by the number of applications to become foster partners during the COVID-19 pandemic, which is no different from the period before COVID-19. The determination of MSMEs that deserve assistance is in accordance with SOPs and provisions of the Ministry of SOEs. There is control over partnership funds through quarterly reports and the time for submission to become a foster partner is quite fast. The CSR performance of PT Pelni's PEDP uses a balanced scorecard approach. Likewise, from the learning and growth perspective, it is also quite good. PEDP unit employee satisfaction is quite adequate, PEDP unit employee turnover is low, and employee skills and education are

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Cite This Article: Wawan Rudi Berlianto, D. A. Lasse, Sarinah Sihombing (2022). Corporate Social Responsibility Performance Based on Balanced Scorecard Analysis. *East African Scholars J Econ Bus Manag*, 5(10), 310-316.