



The College Management Performance is Reviewed from the Perspective of Customers and Financial Perspective (A Case Study On University WR Supratman Surabaya)

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ABSTRACT

One important factor that is used to assess the success of private college is performance. Private colleges continue their efforts to prepare and fine-tune their business strategies in order to survive in the world of education and even become a winner in the competition. Measurement of performance becomes a very important thing. Balanced Scorecard has goal and measurement that is not only a combination of financial and non-financial measurement, but is the result of a top-down process based on the mission and strategy of a private college. The purpose of this study is to determine the effect of Balanced Scorecard model toward performance of future private colleges. The independent variable in this study is the Balanced Scorecard that consists of customer perspective (X_1) and financial perspective (X_2) while the dependent variable is the performance of the private college (Y). The sample in this study is 100 people covering over half of the students who are active students at the University of WR Supratman Surabaya. Method of data processing is using multiple linear regression with SPSS. The result of Discussion can be concluded that (1) The perspective of customers positive effect on the College Management performance, because value t calculate the customer's Perspective amounted to 2.345 greater than t table (0.659), (2) Financial Perspective significant effect on the College Management performance, because value t calculate the financial perspective of 3.561 greater than t table (0.659) and (3) The Financial Perspective is the dominant influence on the variable the College Management performance because it has a coefficient of determination of partial of 0.116).

Keyword: perspective of customers, financial perspective, and college management performance

INTRODUCTION

College management is always put forward existence of convenience and affordable tuition as well as maintaining the quality of our graduates become the choice of people who want to lecture. The expectation is the expectation from the perspective of customers or students, with a variety of characters and the promotion of the mengiurkan make the community interested and eventually became a student at the University.

But often the College using promotions that sometimes exceed the ekspektasi causing the public can fall so that after a student was disappointed and eventually in the long term the College his credibility is down so clearly very detrimental to the management of the College. College success indicators can be measured by the number of students. The greater number of students the College indicated that performance management College and otherwise getting the amount of students that lecture a bit indicates the lower performance management.

Then it is reasonable when the College management and strive to always pull the number of the students as much as possible to lecture in various ways. Hope the community can certainly be a bona fide University College, the cost is affordable and graduates easily find work. At least the last hope is a dream that must be realized.

Lectures in private university generally almost the same as in university the country started courses, lecturer and facilities as well as the building of College. A growing campus has the accreditation of A then it is generally about the same country. This means that the community is confronted with a variety of options for college so that the public should know which promise true campus and the campus which only sell promises.

Based on the above background, the outline of the problem in this research is "what is the perspective of customers and financial perspective effect on performance management colleges in Surabaya. Whereas the aim of this research is to know and discuss how the perspective of customers and financial perspective can serve as a model of performance measurement.

LITERATURE REVIEW

Balanced Scorecard

Yuwono, Sukarno and Ichsana (2006: 8), "Balanced Scorecard is a system of management, measurement, and control that are quickly, accurately, and comprehensively give insight to managers about business performance". The Balanced Scorecard rapidly developed in recognition of its potential and emerged as a new strategic management system (Butler et al, 1997 in Abdalkrim, 2014). Binden, Mziu, and Suhaimi (2014) The Balanced Scorecard is used as a measurement tool in order to measure an organization's performance in both public and private sectors to achieve the key business strategies and objectives. Rigby (2011) in Elola, Tejedor, Pastor Tejedor (2016) The balanced Scorecard is an advanced model of strategic orientation of organizations and it is also use 54 per cent of the 1,230 global firms.

One of the main goals of balanced scorecard is to create a participation and communication of the vision and strategic objectives of a company. If the concept is not applied as it should be, then the people in the organization will probably have a wrong perception that the balanced scorecard is a controller for themselves, not for company that is attempting to make progress to achieve the goals that have been set.

Many executives look balanced scorecard as an initiative to improve the performance measurement system not as something that is made to make fundamental changes in the way the company manages its business. So many managers are interested only in the conceptual appeal of the balanced scorecard, whereas conceptual appeal is not an enough reason to start this program. When construction is begun, every senior executive must identify and agree on the main objectives of the project implementation. Objectives set out in the implementation of balanced scorecard will help to:

- a. Provide guidance in determining objectives and measurement of scorecard.
- b. Get commitments from project participants.

- c. Clarify the framework for the implementation and management process that must be carried out after the initial scorecard formulation.

The College Management performance

David (2010:5) in Purwoko, Gamal and Kunhadi (2016), strategic management could be defined as art and knowledge in formulating, implementing, and evaluating functional-traffic decisions that enabled an organization to reach its purpose. Gaspersz (2005: 69), "Performance measurement is a way of measuring the direction and speed of change, which can be likened to such gauges of a car speed". It can be concluded that the college performance is the result achieved by college in a given period under review from the important perspectives which are financial, customer, internal business, learning and growth as a result of the implementation strategy of the college in order to realize its vision.

Performance measurement is divided into four elements: (1) companies to set goals, objectives and strategies. (2) Establish indicators and performance measures. (3) perform a measurement of the level of success objectives and goals earned the company and (4) evaluate performance continuously. Performance measurement is a measurement system that ensures an organization takes place on the right track. Performance measurement understanding generally summed up as a formal effort to evaluate the outcomes of the activities that have been implemented.

Yuwono *et al.*, (2006:31-43), aspects that are measured in the balanced scorecard include:

1. Customer Perspective

Students as consumers, learners and as an investor for the future have a role to determine the sustainability of a lecture. As consumers, students are entitled for quality service and education. As investors, students are entitled for future benefits on teaching and education they got. The success to realize students' hope is an indicator of lecture success that is the existence of a system that works dynamically to produce graduates with effective placement, ensure the quality of instructional and academic activities support and establish good relations between the university and the student trustee.

2. The internal process perspective

Just as in business entity, universities also need to identify the most important process manifested in educational services appropriate to customer expectations. Central to the process is based on university efforts to provide assurance on the quality of Teaching and Learning and the quality of the supporting devices of Teaching and Learning. In the implementation, the service that has been designed is then conducted with effective cost.

3. Learning and Growth Perspective

To operate the internal processes in order to produce services that have value for students, the university requires productive and committed personnel. Productivity is determined by the competence of personnel and the availability of infrastructure required to run the internal processes.

4. The Financial Perspective

Excellence in the financial sector is expected to guarantee the welfare of the university resources, the effectiveness of the use of funds and the continuity of the educational process. Through excellence in finance, a university can realize the other three perspectives: customer, internal processes, and learning and innovation.

Model

Based on the formulation of the problem, research purposes, and the theories put forth above, then the model analysis in this research can be illustrated in Figure 1 below.

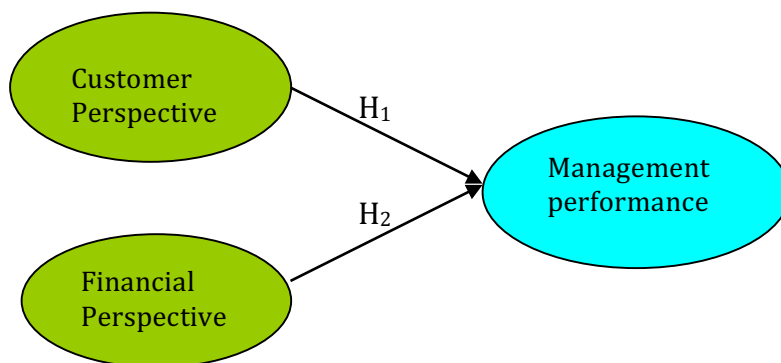


Figure 1. Analisis Model

Hypothesis

H₁ : The perspective of customers positive effect on the college management performance.

H₂ : Financial Perspective significant effect on the college management performance

RESEARCH METHODS

Research Location

The research location is at University of WR Supratman Surabaya which is located at Jalan Arief Rahman Hakim No. 14 Surabaya.

Variable Observed

This study uses several variables, which include:

- a. The dependent variable is college management performance
- b. The independent variable is the customer perspective (X₁) and financial perspective (X₂)

Data Analysis Technique

The data were analyzed using multiple linear regression assisted by SPSS software version 23. The steps undertaken to analyze the research data are as follow:

i) Validity Test

According to Ghozali (2009: 49), the validity test is used to measure whether a questionnaire is legitimate or invalid. Validity test is done by calculating the level of significance of bivariate correlation of respective indicator scores with a construct total score. An question indicator is stated to be valid if the level of analysis of the correlation value is less than 5% (sig <0.05).

ii) Reliability Test

According to Ghozali (2009: 45) reliability is a mean to measure a questionnaire which is an indicator of variables or constructs. SPSS provides the facility to measure the reliability of the Cronbach alpha statistical test. A construct or variable said to be reliable if the Cronbach alpha value is above 0.6 (NunNunnally, 1960) in Ghozali (2009: 46).

iii) Determine The Equation Model

According Sugiyono (2005: 217), multiple linear regression analysis aims to measure the influence of independent variables. Multiple linear regression is to show an independent relationship with two or more other independent variables.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e$$

Information:

Y = college management performance

β_0 = constant

$\beta_{1,2}$ = constant of independent variable

X_1 = customer perspective

X_2 = financial Perspective

e = error term

iv) Classical Assumption Test

Classic assumption test aims to determine whether the regression model shows a significant and representative association. The classical assumption used are (Ghozali, 2007: 91): Normality Test, Autocorrelation Test, Heterocedastity Test and Multicollinearity Test.

RESULTS AND DISCUSSION

Overview of Research Location

University WR Supratman (Unipra) Surabaya is a college that is constantly evolving and until today still exist. Unipra was founded on 10 March 1985, with three faculties, namely the Faculty of engineering, Faculty of social sciences and the Sciences of Politi (political science), and the Faculty of economics. Of the three faculties, in 2010 Unipra founded the Faculty of teacher training courses of primary school teacher education. In order to meet the demands of the community in the year 2006 Unipra also has established a graduate program (Master) with two study programs (master of Science and master of management administration). The number of Unipra students from year to year continues to increase.

Unipra campus is located on Jalan Arief Rahman Hakim No. 14 Surabaya, with acreage covering approximately occupies 1.1 hectares. Availability of own land making it easier for the University to manage the party and expanding it. All of the teachers and the leadership of the Unipra is committed to maintaining the quality of education and teaching.

As a result, at this time all the courses at Unipra Surabaya has got accreditation from the National Accreditation Agency (BAN). Quality education and an easy put out in search of work became one of the attraction of high school students to continue their education in Unipra.

It is supported by human resources (HR) and teachers who have a diversity of experience either from academics or practitioners, so that it is capable of delivering his best work-work according the needs and the dynamics of change in science and the changes on the applicable invitation – militate. To give spirit and reward towards the students getting into Unipra, they are doing gets a variety of convenience and facilities during a lecture at Unipra. One example of the ease with which Unipra offered to high achieving students is the opportunity to become a student of Unipra without going through the test of academic Potential (TPA) and the setting of Compulsory Education Donations (UWP) are relatively low.

Students may choose morning or evening lecture time. This means that the parties of the University provides the opportunity to specify the time in accordance with the needs of the College. The opportunity to become student Unipra without going through admission test can be done in the period of receipt of JKM (line Ability and interest). For other students, the Unipra also provides an opportunity for a Student Academic Potential through the Test Unipra. The whole students (prospective students) will be declared admissible as a student Unipra,

after she meets all the requirements set out and acknowledged graduating from high school. The development of the means, the infrastructure and human resources in Unipra done constantly and continuously. Almost an entire room of lectures using AIR CONDITIONING and there is a slide projector.

Validity and Reliability Testing

The result validity and reliability of the testing as shown in table 1 below:

Table 1. The results of Validity and Reliability Test

Validity Test		
Instrument	<i>Pearson Correlation</i>	Description
customer perspective		
X _{1.1}	0,521	Valid
X _{1.2}	0,715	Valid
X _{1.3}	0,696	Valid
X _{1.4}	0,838	Valid
X _{1.5}	0,782	Valid
financial perspective		
X _{2.1}	0,831	Valid
X _{2.2}	0,842	Valid
X _{2.3}	0,871	Valid
performance management		
Y _{1.1}	0,858	Valid
Y _{1.2}	0,849	Valid
Y _{1.3}	0,766	Valid
Y _{1.4}	0,731	Valid
Reliability Test		
Variable	Coefficient of Alpha Variation	Description
customer perspective X ₁	0,754	Reliable
financial perspective X ₂	0,802	Reliable
performance management Y ₁	0,806	Reliable

Classical Assumption Test

Test of normality

Test of normality aims to test whether in regression models, residual has a normal distribution (Ghozali, 2009). In this study using normal probability plots will form a straight line diagonally, and plotting residual will be compared with diagonal lines. Based on the results of the data processing is obtained that for the customer perspective (X₁) and financial perspective (X₂) and performance management (Y) data spread around the diagonal line and follow the direction of a diagonal line or chart pattern shows histogram normal distribution, which is shown in Figure 1 below.

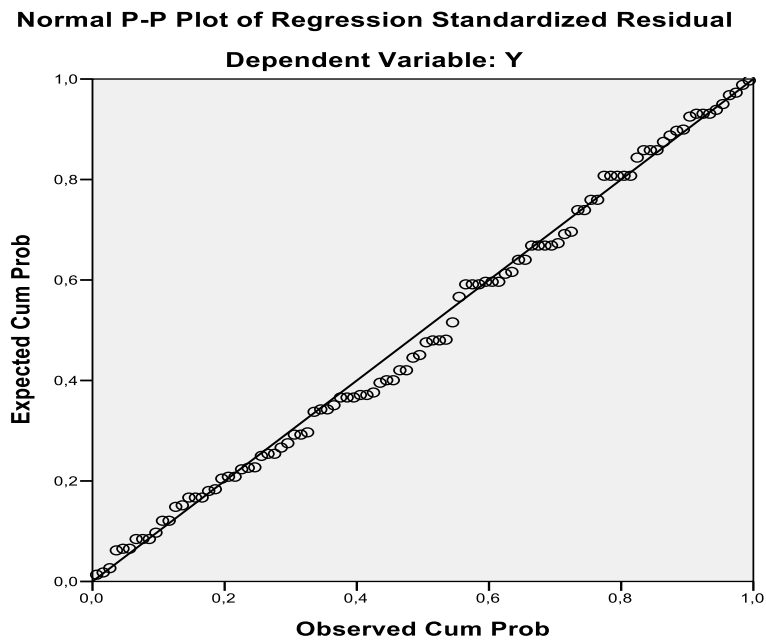


Figure 1. Normal distribution

Based on Figure 1 retrieved data spread around the diagonal line and follow the direction of the diagonal lines indicating patterns of a normal distribution.

Multicolinearity Test

Multicolinearity Test to detect the presence of multicollinearity can be seen from the Variance Inflation Factor (VIF). If the value of VIF > 10 then multicollinearity and if the value of VIF < 10 then not happen multicollinearity. The results of this testing get VIF = 1.000 indicates that is not the case the existence of symptoms.

Table 2. The values of the Variance Inflation Factor

No	Variable	Value VIF
1	X ₁	4.986
2	X ₂	4.986

The test results show that the presence of multicollinearity symptoms did not occur because the value of greater than one VIF and smaller 10.

Heterocedasticity Test

Heterocedasticity Test is carried out through the analysis of graph scatter plot. If the graph has a scatter plot data distribution patterns form a certain pattern then it shows heterocedasticity. Otherwise, if the pattern does not form a scatterplot graph pattern or randomly then showed does happen.

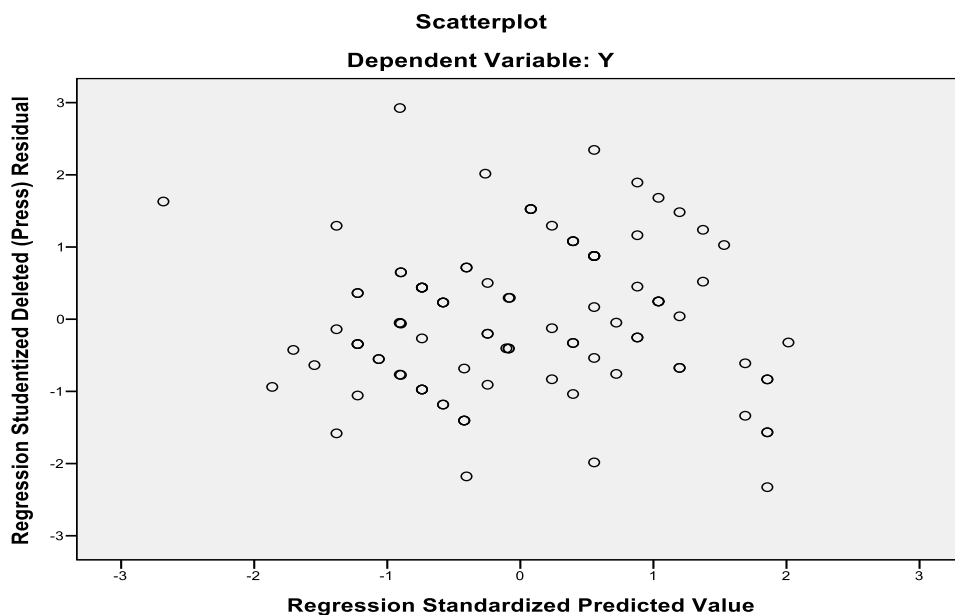


Figure 3. Heterokedastisitas

Results of Multiple Linear Regression Analysis

The results of the calculation in this analysis using SPSS program 23.0 for Windows. multiple linear regression equation is obtained as follows:

$$Y = 0.844 + 0,365X_1 + 0,453X_2$$

From the above equation

- a. $\alpha = 0.844$, meaning that the magnitude of the performance management of 0.365 if customer perspective (X_1) and financial perspective is of zero.
- b. $X_1 = 0.365$ meaning that if the perspective of customers up one unit then it performance management will be up by 0.365 assuming financial perspective variable is zero.
- c. $X_2 = 0,453$ This means that if financial perspective (X_2) up one unit then it performance management will be up by 0.453 assuming the customer perspective variable is zero.

Based on the results of the calculation with the tools the program SPSS version 23.0 then retrieved the results as shown below the customer's perspective (X_1) and financial perspective (X_2) and performance management (Y).

Table 3. The Results Of Multiple Linear Regression

Variable	Regression Coefficient	t count	Significant
Constant	0,844	3,079	
customer perspective (X_1)	0,365	2,345	0.021
financial perspective (X_2)	0,453	3,561	0.001

Based on table 3 obtained multiple regression linear equations that have the value of the correlation coefficient is positive, so that it can be interpreted that the relationship between the free variables with variable bound to form a linear line positive. This means that any non variable increase will be followed by the increase of the variable is bound. Any increase in the perspective of customers will follow the increase in performance management in a financial perspective be considered fixed. Each financial perspective increase followed a rise of

performance management in the perspective of the customer are considered fixed.

Hypothesis testing

Hypothesis testing in this study there are two hypotheses proposed, and to test the second hypothesis test used the partial regression significance (t-test) and simultaneous regression significance test (test F).

F-test (Testing against Simultaneous Regression Coefficients)

Table 4. The result of F test

Model	Sum of Squares	df	F	significant
1 Regression	20,990	2	82,518	.000*
Residual	12,337	97		
Total	33,328	99		

The F-test is used to determine whether the regression model can be used to test between the perspective of customers (X_1) and financial perspective (X_2) together on performance management (Y). Based on the results of the calculation of Significant value are known from both the free variable (the perspective of customers and financial perspective) for 0.000 (< 0.05) such that H_0 is rejected and the H_1 is accepted, which means the regression model fit with data

The t-test (Testing against the regression Coefficient In Partial).

Table 5. The result of t test

Variable	t count	significant
customer perspective (X_1)	2,345	0,021
financial perspective (X_2)	3,561	0,001

This test is used to test whether a customer perspective (X_1) and a financial perspective (X_2) a significant effect on performance management (Y). Based on the results of the calculations on the table known values SPSS significant perspective customers (X_1) of 0.021 (< 0.05) such that H_0 is rejected and accepted, meaning there are H_1 significant effects from the perspective of the customer against the variable variable performance management. Based on the results of the calculation of SPSS on the table of the financial perspective of significant value is unknown (X_2) for 0.000 (< 0.05) such that H_0 is rejected and accepted, meaning there are H_1 significant effects from the financial perspective against variable variables performance management.

DISCUSSION

Discussion of research based on the results of data analysis methods that have been used. Based on a statistical regression testing against multiple linear equations, then the first hypothesis, "Perspectives of influential customers significantly to the College Management performance" is proven. This is due to the value of the customer's perspective of 0.021 significance smaller than 0.05. The results of this research also supported research conducted Gamal and Soemantri (2017) stating that the influential customers significant perspective on performance of private colleges with significance value of 0.014 (< 0.05). In addition backed the opinion of Yuwono *et al.*, (2006:31-43) that the student hopes to realize the success as an investor, the student is entitled to future profits over the teaching and education of acquired.

The success of the student hopes to with indicators of College, namely the existence of a system that works dynamically to produce graduates with effective placements, ensures the quality of instructional and support activities academic as well as a good relationship between the University student trustee.

Based on a statistical regression testing against multiple linear equations, then the second hypothesis "of the Financial Perspective effect significantly to performance management University WR Supratman Surabaya" is proven. This is due to the value of the significance of a financial perspective of 0.001 is smaller than 0.05. The results of this research also supported research conducted Gamal and Soemantri (2017) stating that the financial perspective a significant effect on performance of private colleges with significant value of 0.001 (< 0.05).

In addition backed the opinion of Yuwono et al., (2006:31-43) that excellence in finance are expected to provide a guarantee of well-being on University resources, the effectiveness of the use of funds and continuity of the educational process. Through financial excellence, a University can embody three other perspectives: customer, internal processes, and innovation and learning.

CONCLUSIONS AND SUGGESTION

Conclusion

Based on the deliberations of the conclusion can be made as follows:

1. The perspective of customers positive effect on the College Management performance, because value t calculate the customer's Perspective amounted to 2.345 greater than t table (0.659).
2. Financial Perspective significant effect on the College Management performance, because value t calculate the financial perspective of 3.561 greater than t table (0.659).
3. The Financial Perspective is the dominant influence on the College Management performance because it has a coefficient of determination of partial of 0.116, which means performance management University WR Supratman Surabaya influenced by the Financial Perspective of 11.6%. This greater value from the perspective of customers amounted to 5.38%.

Suggestion

After the analysis is performed on variables observed in this study, then some of the suggestions given for further research is due to the measurement of performance management has been done by University WR Supratman Surabaya is currently only as on aspects of customer and financial aspects only, not yet touched on aspects of non financial business processes such as internal as well as learning and growth, and on further research it needs to be examined more.

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