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# The Influence of Balanced Scorecard on Case Study Strategy Management at Ferry Company in Maluku Province

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**Abstract**

*This article discuss about influence implementation of the balanced scorecard management strategic company crossing in Maluku Province , starting from strategy formulation , planning , implementation , to evaluation performance . Its application useful For translate vision and mission and organizational strategy to in real action to in activity absolute operational required For reach objective term short and long term long in a way efficient because without translation said , source limited power possibility big will wasted in vain . Balanced Scorecard works as tool control for company For utilise source its power in a way wise . Variable study This are : (1) strategic management and (2) perspective finance , perspective customer , internal business process perspective , perspective learning and growth in the Balanced Scorecard. This article to describe about the need for a Balanced Scorecard for Companies and its opportunities if used in companies crossing in Maluku province because The Balanced Scorecard approach does not limited used in internal organizations but also can applied to the sector external as well as influential positive on Management Corporate Strategy , based on a number of analysis and results research conducted with population study is all over employees , while sample in study This are Manager, Branch Office Staff , Officer Operations and Ship Crew namely as many as 78 people. Data analysis was carried out with analysis multiple linear regression , Validity Test , Reliability Test , Normality Test , Multicollinearity Test , Heteroscedasticity Test , Multiple Linear Regression Test , Coefficient Test Determination (R2), T Test and F Statistic Test using tool SPSS.26.IBM analysis . The results of the analysis and testing that have been done in study This show that the balanced scorecard has an effect significant in perspective finance , perspective customer , internal business process perspective and external perspective growth & learning to strategic management*



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*in companies crossing Maluku province . This is emphasize importance balanced scorecard control so that strategic management can more effective . .*

**Keywords :** Strategic Management , Balanced Scorecard

## INTRODUCTION

Ferry companies in Maluku Province should be modern organization makes strategy management , performance finance and achievement vision mission company become factor important thing to do be noticed in facing a very competitive business world , this This because of performance in a period certain can made into base For measure level success a company Because measurement performance is mandatory thing done by the company For evaluate success as well as as base compilation budget company . Measurement performance and determination system appropriate strategic management with demands environment business both internal and external can also detect weakness or deficiencies contained within company ( https://www.asdp.id ). The company must know to what extent the strategy is implemented can successful and what only that has been achieved in the year previously . Strategy and performance measurement this is also one of the very important factor However usually company often found negligent because measurements taken only with sourced from information finance only and solely aiming For look for profit or high profit , will but No that's what it is objective main the only one Because there is more important that is sustainability life from company said . If the company No can develop in a way sustainable , then company the will lost in competition , Pratiwi, Umi (2010).

The method that attempts balancing measurement aspect financial and non-financial aspects that are general called the Balanced Scorecard (BSC) so expected can help direct management company to more direction good and so that you can do strategy and performance measurement in a way accurate to be able to optimize growth and improvement of its business strategy . The BSC method is method measurement of improvement strategies performance that delivers a set the size that gives view comprehensive about business in complex environment For success in competition . BSC is the right choice Because No only measuring performance strategy from perspective finance just but also consider non- financial perspective . With existence four perspective main the expected will cause personal motivation for think and act strategic in taking the Company into the future , generating profit and generate target strategic measurable (Paul Niven: 2005).



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In a similar study with the above purpose found a number of study previous has show that BSC implementation can increase performance company in a way significant . A A study by Crabtree and DeBusk (2008) found that that companies that adopt BSC have level return on higher equity (ROE) tall compared to with companies that do not using BSC. In addition , another study by Hoque and James (2000) showed that BSC usage is related positive with size performance organizations , such as market share and profitability .

Study this will also analyze strategic management of ferry companies in Maluku Province with use balanced scorecard perspective . Research This expected can explain the theory that has been There is to in more practice wide to phenomenon newly discovered researcher and help company For to obtain benefits to be able to increase quality management so that focus main on targets and goals company can implemented as well as study This expected to be able to give contribution theoretical and practical in field strategic management . In theoretical , research This will enrich literature about the influence of the Balanced Scorecard on corporate strategy management and results study this can also used as reference for researches next what you want to study Topic similar.

In accordance with research previous so researcher consider it very necessary For carry out research because every company own characteristics that are unit and different Good That company moving in different fields and also for companies in motion in the same field even though , besides that's also a researcher will focuses on corporate strategy analysis in reach performance finances that have been set as a target achievement through 4 ( four ) perspectives that is Finance , Customers , Internal Processes and Learning and Growth so that role The BSC approach to company that is as tool measuring success of the implemented strategy , success achievement of KPI (Key Performance Index ), as business strategy and analysis guide , as tool measure SWOT and strengths as well as as a medium of communication and information can fulfilled as well as For reach Stakeholder satisfaction is required planning management strategic in order to be able to increase satisfaction performance employees . Increasing satisfaction Work employee can influence performance employee in give the best and quality service for customers . In the research This suspected factors that may influence performance among them is planning management strategic and satisfaction work , Ray, Wayan (2018 ). Research This apply technique survey with send questionnaire to the managers and employees of the ferry companies in Maluku Province . Findings from study highlight significant and positive impact implementation of BSC on management


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strategic and performance company . In addition , other elements such as competitive strategies are implemented company and also conditions environment industry participate influential to performance company . So , it is important for company For develop approach management effective strategy use increase performance them and stay compete in the market.

Problem management strategic others that often faced by the company is lack of involvement employee in the strategic planning process . This is can cause lack of support and commitment from employee to objective strategic company . Employees who do not involved in the strategic planning process it is also possible No understand expected and difficult changes For understand How work they related with objective strategic company . In addition , the lack of understanding and awareness about corporate strategy can also become problem . The company must ensure that all employee understand vision , mission and goals strategic company as well as How work they contribute to achievement objective said . If the employee No understand or No own awareness about corporate strategy , they Possible No participate active in reach objective said , Purba, Jones (2023 ).

Because of the analyses the have close relationship with ability company in reach objective term long as well as from various study previous there is diverse values in every measurement and diversity argumentation How factors that influence profitability and liquidity so that need done analysis to improvement strategy management performance through the most appropriate method that includes aspects in a way comprehensive as will be conducted in research this . Based on background back above , compiler give title study This is " The Impact of Balanced Scorecard on Strategic Management ( Case Study of a Ferry Company in Maluku Province ).

## LITERATURE REVIEW AND DEVELOPMENT HYPOTHESIS

### Grand Theory; Entity Theory

Eva Michel in his book entitled Company law is a real entity theory states that theory entity real sometimes expressed through metaphor that illustrates company as body human , with board of directors as ' brain ', which takes decision For carried out by manpower work . Metaphor This No help organization as entity real No useful compared to with entity physical and biological . On the other hand , organizations That real Because they create rules social influences behavior participants . Law firm help organization For operate in a way independent and content law formed by the organization they characteristics special .



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Draft This according to Suwardjono (2005) personifies business entities as a person who can do action law and economics , for example in making contracts and ownership assets . According to him , as consequence from draft entity , relationship between entity with owner viewed as connection business especially in rights and obligations or accounts receivable .

**Strategy Management**

Strategic management is defined by several expert in a way different . According to Jauch and Glueck (1993), strategic management is a number of decisions and actions that lead to drafting a strategy or a number of effective strategies For help reach target company . The strategic management process is method with the path by which strategy planners determine target and take decision . Meanwhile, Hax and Majluf (1991) formulated that strategic management is a integration between system administration , structure and culture organization with taking decision strategic operational at every levels hierarchy in company . Kusnadi (2000) defines strategic management as a art ( skill ), technique and science formulate , implement and evaluate as well as supervise various decision functional organization that always influenced by the internal and external environment which is constantly changing changed , so that give ability to organization For reach objective in accordance with what is expected . Strategic management is also interpreted as as a process of planning , implementation and evaluation possible decision organization For reach objective term length (David, 2011). Dimensions Strategic Management has dimensions that are multi-dimensional , namely Dimensions time and future orientation ; Time - oriented strategic management to target term long . Anticipate the future the formulated and established as vision organization that will realized 10 years or more in the future . Duration time plan strategic the even can range between 25-30 years to above , Internal and external dimensions , Dimensions utilization sources , multi- field dimensions and participation management peak .

**Balanced Scorecard**

Balanced scorecard (BSC) is method measurement results work used company For increase performance executive so that company So more know how far the movement and development has been achieved . Framework Work This poured out in published papers Harvard Business Review by Robert S. Kaplan and David P. Norton in 1992. BSC provides company required elements For move from paradigm ' always ' about financial ' towards a new model which results in become point beginning for review,


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questioning , and learning about the strategy that is owned . The goal is For give more views comprehensive with complete size financial through metric additional measuring performance in various field like satisfaction customer , innovation products , and more . Balanced Scorecard translates organizational vision and strategy to in a set size comprehensive that gives framework Work for measurement and systems management strategic (Kaplan and Norton 1996). If the vision and strategy are stated in objective strategic , size and target, then communicated to member organization so organizational vision and strategy achieved . According to Kaplan (1996) "if you can measure it you can manage it" opinion This become base thinking For do measurement to all activities carried out company or organization Good activities that can measured in a way qualitative and also quantitative . Balanced Scorecard provides a framework, a Language For to communicate mission and strategy then inform all worker about what is it determinant success moment present and future (Mirza, 1997). For determine desired result achieved and driven from desired result achieved so expected senior executive in company can coordinate energy , ability and knowledge from everyone there in company and continuity life company .

Following This will discussed each perspective in the Balanced Scorecard:

**a. Perspective Finance**

benchmark finance can explain condition a company in a way comprehensive in analyze and compare company especially for people who provide funds for company like institution finance and shareholders shares , rely heavily on reject measuring performance finance For take decision whether lend or invest funds. Benchmark designed finance with Good can give view aggregate to success a organization (Tunggal, 2000:18). The size used in perspective finance usually stated in profitability , such as :

1. Net Profit Margin (NPM)

Net Profit Margin is comparison between profit net (Net Operating Income) with sale net (Net Sales) where the comparison is stated in percentage (%) (Riyanto, 1997:37).

In general systematic Net Profit Margin can formulated :

$$NPM = \frac{Laba\ Bersih\ Setelah\ Pajak}{Penjualan\ Bersih} \times 100\%$$

Net Profit Margin is used For know efficiency company with see big small percentage profit in the relationship with sales (Riyanto, 1997:37).



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2. Return On Investment (ROI)

Return On Investment is one form from ratio intended profitability For measure ability company with total invested funds in assets used For operation company For produce benefits (Munawir, 1983: 89). In general systematic Return On Investment can formulated :

$$ROI = \frac{Laba\ Bersih\ Setelah\ Pajak}{Total\ Aktiva} \times 100\%$$

3. Return On Equity (ROE)

Return On Equity is comparison between amount available profit for own capital in one parties and the amount of capital itself that produces profit on the other hand . Or in other words ROE is ability a company with its own capital working in it For produce profit (Riyanto, 1997: 44)

In general Systematic Return On Equity can formulated :

$$ROE = \frac{Laba\ Bersih\ Setelah\ Pajak}{Modal\ Sendiri} \times 100\%$$

ROE is used For measure efficiency capital users in a company with compare between profit with the capital used .

According to Kaplan (1996) at that time organization or company do measurement in a way financial so matter the first thing to do done is detect existence the industry it owns .

**b. Perspective Customer**

This performance considered important Because there is relatedness with satisfaction customers . In business , competition in maintain old customers and gain customer new is a fair competition process . Before reject measuring established , Kaplan and Norton (1996) suggested that organizations or company to determine and set moreover formerly market segment that will be a target or target as well as identify the desires and needs of the candidates customer so that reject measuring can more focused

Customer performance can done with five aspect measurement main that is Market share , which measures how much big proportion a particular market segment controlled by a company or organization , Customer Retention, measurement This can done with know the magnitude percentage growth business with number of customers



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currently This owned organization or company , Ability maintain old customers , who measure how much Lots company , or organization succeed maintain old customers , satisfaction level customers , which measures how much far away customers feel satisfied to service company . Level of profitability customers , in measurement towards customer profitability can done with Activity Based Cost (ABC). ( Cipni ; 2000).

Therefore That aspects that are still nature limited need done other measurements are measurement to all activities that reflect mark plus for customers who are in the company's market share . Measurement the in the form of Attribute Product or Services include function from product or services , prices and quality . In terms of This customer preferences can It varies , there are customers who prioritize function from product , delivery in a way appropriate time and cheap price . On the other hand there are customers who want pay at rate high price For characteristics and attributes from product or services purchased , Relationship Customer (Customer Relationship). Includes delivery product or service to customers, which includes dimensions time responsiveness and delivery , as well as How customer feelings after buy product or service from the company concerned .

Characteristics and Reputation (Image and Reputation) Image and Reputation describe factor No intangibles that make customers interested For relate with company . Building reputation and image can done through advertising and maintaining quality as has been promised . Image and Reputation illustrate factors No intangibles that make customers interested For relate with company . Building reputation and image can done through advertising and maintaining quality like what has been promised .

**c. Internal Business Process Perspective**

In perspective This management identify the most critical processes For reach target customers and finance . Goals and measures perspective This determined after management determine targets and measures customers and financial .

In perspective This performance business company measured from How company can produce product goods or service in a way effective and efficient . In Kaplan and Norton generally divide it become three principle base namely : Innovation Process ; Innovation Process is a process in which a company try look for what is it need main for customers and then create product or service For fulfil need ( Mirza , Juni, 1997: 17). Operation Process ; Operation Process company reflect activities carried out by the company , from moment order acceptance from consumer until with moment product or service the sent to Consumers . Activities This can shared into two parts , namely


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( Secakusuma , June, 1997: 11-12) Manufacturing Process Product or Services, Delivery Process product or service to Consumers and After Sales Service Process .

**d. Growth and Learning Perspective**

The final perspective in the Balanced Scorecard are perspective learning and growth. Learning and growth process sourced from three principle namely people, systems, and organizational procedures . The objectives from perspective finance , customers and internal business processes namely can disclose big gap between ability existing employees , systems and procedures in organization with what is needed For reach a reliable performance Business that must done For reduce the existing gap among them is company must do investment , increase ability systems and technology information as well as straighten out procedures and repairs routine .

**Development hypothesis**

Balanced Scorecard has become tool management popular and widely used strategy adopted by companies around the world . BSC enables company For translate vision and strategy to in goals and measures comprehensive performance (Kaplan & Norton, 1996) . Through four perspectives ( financial , customer , internal business processes , as well as learning and growth ), BSC helps company For monitor performance and alignment initiative strategic with objective organization (Kaplan & Norton, 2001).

A number of studies empirical has investigate connection between BSC implementation and performance company . Research conducted by Hoque and James (2000) found that BSC usage is related positive with size performance organization . Furthermore , Crabtree and DeBusk (2008) reported that companies that adopt BSC have performance more finances Good compared to with companies that do not using BSC. Findings similar also obtained from study by Jusoh et al. (2008) and Iselin et al. (2008), which shows that the use of BSC has an impact positive on various size performance organization .

On the other hand , some research also found different results . For example , research conducted by Ittner et al. (2003 ) did not find significant relationship between BSC usage and performance finance company . Similarly , a study conducted by Braam and Nijssen (2004) showed that BSC usage is not always impact positive on performance company . This is indicates that connection between BSC and performance company Possible No always linear and can influenced by other factors .



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One of suspected factors influence connection between BSC and performance company is strategic management . Strategic management is the process of determining objective organization , development policies and plans For reach objective mentioned , as well as allocation source Power For apply policies and plans (David, 2011). Some study has show that effective strategy management can increase performance companies (Pearce & Robinson, 2011; Thompson et al., 2012).

Based on review literature conducted , the hypothesis to be develop based on theory that BSC can help company For measure performance they in a way comprehensive and ensure that the company's strategy integrated with Good in all over organization . So that developed a number of hypothesis study with details as following :

H1: Perspective finance influential positive to corporate strategy management .
H2: Perspective customer influential positive to corporate strategy management .
H3: Internal business process perspective has an effect positive to corporate strategy management .
H4: Perspective learning and growth influential positive to corporate strategy management .

A number of study has show that BSC implementation can increase performance companies . For example , a study conducted by Hoque and James (2000) on 66 companies manufacturing in Australia found that BSC usage is related positive with performance company . In addition , Jusoh et al. (2008) in his research on 201 companies in Malaysia also found that The use of BSC has an effect positive to performance organization .

Furthermore , BSC can also help company in manage strategy in effective . According to Kaplan and Norton (2001), BSC enables company For align initiative strategic , allocation source power , and measurement performance with objective strategic company . Through BSC, the company can identify and manage factors critical that affects success strategy implementation (Kaplan & Norton, 2004).

Based on the description above , can concluded that BSC is tool management strategic that can help company in translate vision and strategy to in goals and measures measurable performance , as well as manage strategy in effective . Therefore that , the influence of BSC on corporate strategy management become interesting topic For investigated more carry on .

In addition , the research model this also includes a number of variable alleged control can influence connection between BSC and Corporate Strategy Management ,


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such as size company , age companies and sectors industry . Variables control This will entered to in analysis For ensure that the influence of BSC on Corporate Strategy Management does not influenced by other factors .

With Thus , the research model This will test in a way comprehensive influence implementation of the Balanced Scorecard on corporate strategy management , with consider variable control and effects moderation from factors organizational . Research results This expected can give outlook valuable for managers and researchers in understand the role of the Balanced Scorecard in support corporate strategy management .

In research this , will used approach quantitative with method survey For collect data from respondents who are party management and all contributing parties in strategy and reporting finance on company . Data collected will analyzed use analysis regression For test influence between use balanced scorecard approach and corporate strategy management . In addition , it will analysis was also carried out descriptive For describe characteristics respondents and companies involved in study This in detail and detail .

## RESEARCH METHODS

### Population and Sample

Population is a generalized area consisting of on object / subject that has quality and characteristics certain applied by researchers For studied and then withdrawn conclusion (Sugiono, 2018). The population used in study This is Employee or management involved in Strategy and Reporting Finance covering all over employees at the ferry company in Maluku Province , especially at PT. ASDP Indonesia Ferry (Persero) Ambon Branch, a number of more less than 312 employees , while sampling techniques used in study This is Purposive Sampling in the form of technique taking sample data source with consideration certain ( Sugiyono , 2013:218). As for the determination number of samples used formula slovin so that found amount sample reached 78 samples using error in amount of data with category amount many and with criteria in the form of General Manager, Managers, Track Supervisors , Controllers Documents , Branch Office Staff , Officers Operational , Crew, Recorded as Employee Fixed Ferry Company in Maluku Province , especially PT. ASDP Indonesia Ferry (Persero) Ambon Branch and has a permanent and non-permanent job desk during sentence and leave outside liability company .


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**Definition Operational**

Definition operational and measurement variable is aspect important in study scientific . Definition operational allow researcher For measure and observe variables in a way consistent , whereas measurement variable determine type analysis statistics that can used . Reliability and validity measurement is very important For ensure credibility and generalization results research . Example case definition operational and measurement variable can help researcher in to design further research Good .

**Analysis Techniques**

Analysis Method Regression Multiple used For know perspective finance (X1), perspective customer (X2), internal business process perspective (X3), internal business process perspective. learning and growth (X4) and strategic management (Y) are employee or management involved in strategy and reporting finance . Testing This done with use tool SPSS analysis . 26. IBM.

Formula Regression multiple used is :

$Y = \beta 0 + \beta 1\ X1 + \beta 2\ X2 + \beta 3\ X3 + \beta 4\ X4 + \varepsilon$

Where :

| | | |
|---|---|---|
| Y | = | Strategic Management |
| β0 | = | Constant |
| β1, β2, β3, β4 | = | Coefficients regression |
| X1 | = | Perspective finance |
| X2 | = | Perspective customer |
| X3 | = | Internal business process perspective |
| X4 | = | Perspective learning and growth |

**RESULTS AND DISCUSSION**

**Object Overview Study**

**Validity and Reliability Test Instrument Study**

Balanced scorecard variables studied declared valid with mark coefficient correlation Pearson product moment r count > 0.468 so all over indicator variable declared valid while overall indicator from variable performance the company under study declared valid with mark coefficient correlation Pearson product moment rhitung > 0.468. This is show that each item questions on variables performance Work is valid. In Table 1



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it can be known that overall variables studied stated reliable with mark coefficient Cronbach's alpha correlation > 0.6 then can concluded all over variable stated reliable

**Table 1 Reliability Test Results**

| Variables | Alpha-Cronbach | Information |
|---|---|---|
| Balanced Scorecard (X) | | |
| 1.Financial Perspective ( X1) | 0.714 | Reliable |
| 2.Customer Perspective ( X2) | 0.883 | Reliable |
| Business Process Perspective (X3) | 0.912 | Reliable |
| 4.Learning and Growth Perspective (X4) | 0.885 | Reliable |
| Company Performance (Y) | 0.944 | Reliable |

**Normality Test**

Normality test aiming For determine whether the data obtained follow normal distribution or no . If the p- value of the normality test more big from 0.05 then matter This No own Enough proof For reject assumption that the data comes from from normal distribution . This means that if its value more big from 0.05 shows that the data normally distributed . The formula for normality test is as following :

$$KS = 1.36\sqrt{\frac{n_1 + n_2}{n_1 n_2}}$$

Information :
KS = Kolmogorov -Smirnov
n1 = Number sample obtained n2 = Number sample used

Kolmogorov -Smirnov Test Table

| | | Unstandardized Residual |
|---|---|---|
| N | | 78 |
| Normal Parameters | Mean | 0.0000000 |
| | Tbh . Deviation | 4.34359244 |
| Most Extreme Differences | Absolute | 0.147 |
| | Positive | 0.042 |
| | Negative | -0.147 |


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| | | |
|---|---|---|
| Test Statistics | | 0.147 |
| Asymp. Sig. (2-tailed) | | 0,000 |
| Exact Sig. (2-tailed) | | 0.062 |
| Point Probability | | 0,000 |

Source : SPSS 26 Application

Based on The results of the One Sample Kolmogorov-Smirnov test show that mark significance (Asymp. Sig. and Monte Carlo Sig.) obtained are 0.141 and 0.140 respectively consecutively . The numbers This exceed level the general significance used , namely 0.05. This is indicates that No There is Enough proof For reject hypothesis zero which states that data distribution is normal.

In context statistics , when mark significance more big from level significance set ( 0.05 ) we No own Enough reason For reject assumption that the data is normally distributed . With Thus , based on The results of the Kolmogorov-Smirnov test can be considered that the data analyzed tend follow pattern normal distribution , allowing use various technique analysis that requires assumption the without concern significant about validity assumption distribution .

**Analysis Multiple Linear Regression**

Analysis simple linear regression aiming For understand how far has it changed in variable cost quality (X) can predict change in variable profitability (Y).

Analysis Results Table Simple Linear Regression SPSS 26

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -1,963 | 6,042 | | -0.325 | 0.746 |
| | KEU | 0.689 | 0.341 | 0.153 | 2,021 | 0.047 |
| | PLNG | 0.416 | 0.199 | 0.263 | 2,094 | 0.040 |
| | PBI | 0.343 | 0.125 | 0.290 | 2,736 | 0.008 |
| | PDP | 0.430 | 0.167 | 0.273 | 2,572 | 0.012 |

Source : SPSS 26 Application


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Based on the SPSS test results output , the equation simple linear regression is used is :

**I. $Y = A + B2X1 + B2X2 + B3X3 + B4X4$**

Information :

Y is profitability ( variable dependent )

a is the intercept ( constant ) = -1.963

b is coefficient regression that measures the influence of the Balanced Scorecard on Strategic Management , b1 = 0.689, b2 = 0.416, b3 = 0.343, b4 = 0.430

X1 is perspective finance ( variable independent )

X2 is perspective customer ( variable) independent )

X3 is internal business process perspective ( variables) independent )

X4 is perspective growth and learning ( variables independent )

Formula simple linear regression is :

Y = -1.963 +0.689X1 + 0.416X2 + 0.343X3 +0.430X4

Analysis regression show that The intercept value ( constant ) is -1.963. This means that that If cost quality is zero , then Profitability predicted of -1.963. This intercept give point beginning For predict mark profitability when No There is cost the quality issued

In addition , the balanced scorecard coefficients include perspective finance (X1) = 0.689, perspective customer (X2) = 0.416, internal business process perspective (X3= 0.343, internal business process perspective (X4) = 0.416, internal business process perspective (X5) = 0.416, internal business process perspective (X6) = 0.416, internal business process perspective (X7) = 0.416, internal business process perspective (X8) = 0.416, internal business process perspective (X9) = 0.416, internal business learning and growth (X4) = 0.430. Coefficient This show that every increase of 1 unit in balanced scorecard perspective will cause decline profitability of -1.963, with assumption all other variables remain constant constant . Although mark coefficient this is very small , it show that There is influence negative from cost quality to profitability , although in very small scale . This means that the increase cost quality tend A little reduce profitability company .

**Hypothesis Testing**

The t-test is method statistics used For determine whether there is difference significant between the average of two groups of data. The result in the form of p- value indicating whether observed differences Enough big For considered significant in a way statistics , usually compared to with threshold such as 0.05. If the p- value is less from



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0.05 we can conclude that difference between group No Possible happen in a way coincidence . As for the formula for the t test is as following :

$$t = \frac{\bar{X} - \mu}{S / \sqrt{n}}$$

Information :
t = calculated t value
$\bar{X}$ sample mean
μ = population mean or the hypothesis that will tested S = standard deviation sample
n = number sample

**t-Test Results Table**

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (constant) | -1,963 | 6,042 | | -0.325 | 0.746 |
| Money (X1) | 0.689 | 0.341 | 0.153 | 2,021 | 0.047 |
| Plng (X2) | 0.416 | 0.199 | 0.263 | 2,094 | 0.040 |
| PBI (X3) | 0.343 | 0.125 | 0.290 | 2,736 | 0.008 |
| PDP (X4) | 0.430 | 0.167 | 0.273 | 2,572 | 0.012 |

Source : SPSS 26 Application

Based on results t value for the constant (intercept) is -0.325, for variable perspective In the Balanced Scorecard, the t- values are 2.021, 2.094, 2.736 and 2.572. The t-values are positive and quite significant. big in mark absolute This show that coefficient balanced scorecard perspective statistics significant .

significance value (Sig.) supports findings This is for constant , the p- value is 0.047 0.040 0.008 and 0.012, indicating that the intercept is significant at the level significance of 0.05. In other words, we can Certain that different intercept values from zero. For cost quality p- value is 0.000 because mark This more small from 0.05 we reject hypothesis zero which states that coefficient balanced scorecard perspective is below 0.050. This confirms that There is connection significant between balanced


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scorecard perspective and strategic management , where improvements balanced scorecard perspective tends to increase strategic management .

**Coefficient Determination**

The R value indicates number of 0.795 means relate correlation in a way together between variable independent and variable very strong dependency because R is more big from 0.05 and the tests performed with see R Square obtained value 0.795, which means that variable balanced scorecard free influence to variable improvement performance company by 79.5%, while the rest that is 20.5 % is influenced by other variables .

Coefficient determination , which is often called as r2, is size statistics used in analysis regression For evaluate to what extent the variables independent can explain variability dependent variable .

Coefficient Table Determination

| ANOVA | | | | | | |
|---|---|---|---|---|---|---|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 6131,621 | 4 | 1532,905 | 75,579 | ,000b |
| | Residual | 1480,597 | 73 | 20,282 | | |
| | Total | 7612,218 | 77 | | | |
| a. Dependent Variable: MS | | | | | | |
| b. Predictors: (Constant), PDP, KEU, PBI, PLNG | | | | | | |

Source : SPSS 2 Application

| Model Summaryb | | | | |
|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | ,897a | 0.805 | 0.795 | 4.50357 |
| a. Predictors: (Constant), PDP, KEU, PBI, PLNG | | | | |
| b. Dependent Variable: MS | | | | |

Source : SPSS 26 Application



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Based on the SPSS test results output , the formula used For count The value of r2 (R Square) is :

$$r^2 = 1 - \frac{SS_{res}}{ss_{tot}} = 1 - \frac{371.114}{744.1000}$$

Information :

r2 is R Square
SSres is Residual value of Sum of Squares
SStot is Total value of Sum of Squares

Coefficient results determination (R Square) in analysis regression show value 0.795. This means that about 79.5% of variation in profitability can explained by variation in Balanced Scorecard perspective . With an R Square adj of 0.795, it can concluded that cost quality own significant influence to Strategic Management of Ferry Companies in Maluku Province , explained part big variation in management company company . This shows that variable balanced scorecard perspective plays a role important in determine corporate strategy management . In overall , results This support hypothesis that the balanced scorecard influences strategic management , but also shows that There is other factors that need to be considered under consideration For get better understanding comprehensive about what influences Strategic management of ferry companies in Maluku Province .

**The Impact of the Balanced Scorecard on Strategic Management of Ferry Companies in Maluku Province**

Equality base multiple linear regression written with Y = a + b1X1 + b2X2+…+ bnXn . The constant value (a) shows the magnitude mark variable Y if variable X is 0. While the value of b shows the magnitude change variable Y if variable X changes as big as One units . On the variables study certain , no difficult For make interpretation on mark constant and also coefficient regression . The Y variable is strategic management , variable X1 is perspective finance , X2 is perspective customer , X3 is the internal business process and X4 is the perspective growth and learning . So, the value constant show the magnitude strategy management is -0.325 if all over mark balanced scorecard perspective is 0 ( zero ). Variable bound (Y) studied is No Possible worth negative because variable Y is amount balanced scorecard perspective , then amount strategic management no will Once negative . So what must be be noticed is ensure whether assumptions regression Already fulfilled so that the regression model can it is said BLUE


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(Best Linear Unbiased Estimator) Assumptions classical linear regression the among others is the regression model specified with true , the data is normally distributed , no happen heteroscedasticity , no happen multicollinearity between variable free , and not happen autocorrelation ( for sorted data ) based on time / time series). Although thus , the constant is negative This No become problem along X1 X2, X3 and X4 not Possible The same with 0 because No Possible done . What needs to be done under consideration precisely look for the lowest values of X1, X2, X3 and X4 so that No Again There is perspectives offered . So , in general mark negative constant No become reason For conclude that the equation is wrong ( Rietvield and Sunaryanto , 1994).

Based on t-test results for mark constant (intercept) is -0.325, the intercept value is different in a way significant from zero. The t-value is negative and sufficient big in mark absolute This show that coefficient cost quality in a way statistics significant means that There is connection real between balanced scorecard and strategic management .

significance value (Sig.) supports findings This is for constant , the p- value is 0.047 0.040 0.008 and 0.012, indicating that the intercept is significant at the level significance of 0.05. In other words, we can Certain that different intercept values from zero. For balanced scorecard perspective p- value is 0.047 0.040 0.008 and 0.012 because mark This more small from 0.05 we reject hypothesis zero which states that coefficient same strategy management with zero. This confirms that There is connection significant between balanced scorecard perspective and strategic management where improvements balanced scorecard perspective tends to add strategic management . Research results This in line with research conducted by Pratiwi , umi (2010), which stated that the balanced scorecard has influence significant to strategic management .

The results of the coefficient of determination (R Square ) in analysis regression show value 0. *795* . This means that around *79* .5% of variation in strategic management can explained by variation in balanced scorecard perspective . With *an* R Square of 0.795 , it can concluded that balanced scorecard perspective has significant influence to Strategic management of ferry companies in Maluku Province, explained part big variation in corporate strategy management. This shows that variable balanced scorecard perspective plays a role important in determine corporate strategy management . Overall, these results support the hypothesis that balanced The scorecard has a positive effect on strategic management, but also shows that there are other factors that need to be considered to gain a more comprehensive understanding of what influences the strategic management of ferry companies in Maluku Province . The results of the study indicate that influence significant positive between the balanced scorecard and strategic


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management indicates that company show good strategic management . The height balanced scorecard perspective for perspective finance , customers , internal business processes and growth & learning , it turns out contribute positive to corporate strategy management . This is show that company No experience difficulty in manage balanced scorecard perspective effective , so that there is improvement management strategic management . Therefore that , company need maintain and more increase management balanced scorecard perspective through improvement program design perspective finance , perspective customer , internal business process perspective and external perspective more growth & learning efficient and impactful positive to future strategic management .

## CONCLUSION

Based on testing and analysis that has been done in study This show that the balanced scorecard has an effect significant positive to strategic management where all perspectives contained in balanced scorecard has a positive and significant effect to strategic management of ferry companies in Maluku Province with relatedness as following :

1. Perspective Finance : the balanced scorecard provides maximum basis to creation strategic management , because with realization perspective finance by employees of PT. ASDP Indonesia Ferry (Persero) Ambon Branch is application to strategic management .
2. Perspective Customer : Balanced scorecard is objective realization strategic management , because customer is the "king" for PT. ASDP Indonesia Ferry (Persero) Ambon Branch which must served through creation mark in strategic management .
3. Internal business process perspective : balanced scorecard is a bridge that connects internal business processes within company with party external outside company so that the processes that occur must be inline with strategic management implemented by PT. ASDP Indonesia Ferry (Persero) Ambon Branch.
4. Perspective learning and growth : balanced scorecard is the bottom line for PT. ASDP Indonesia Ferry (Persero) Ambon Branch in creation strategic management so that a company supported by capable human resources For learn and grow capable become a human asset for company .


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With the ferry company in Maluku Province increasing perspective finance, perspective customer , internal business process perspective and external perspective growth & learning in the balanced scorecard, there are improvement corporate strategy management . This is emphasize importance contribution study This with carry out management strategies effective perspective For all over balanced scorecard components without something is missing Because role from every mutual perspectives complete . The company must guard balance between each perspective and action carry on term long , like improvement internal and external satisfaction company . The internal business process perspective becomes the most significant variable its influence compared to with variable other so that needed seriousness in its application without heed variable independent other .

Research conducted by Ittner et al. (2003) did not find significant relationship between BSC usage and performance finance company . Similarly , a study conducted by Braam and Nijssen (2004) showed that BSC usage is not always impact positive on performance company . This is indicates that connection between BSC and performance company Possible No always linear and can influenced by other factors . And with existence study This so can concluded that one of factor affecting connection between BSC and performance company is strategic management . Strategic management is the process of determining objective organization , development policies and plans For reach objective mentioned , as well as allocation source Power For apply policies and plans (David, 2011). Some study has show that effective strategy management can increase performance company .

Improvement strategic management vs. straight with existence improvement company balanced scorecard perspective so that can underlined the importance of overall strategy perspective in a way effective . Ferry companies in Maluku Province need to think about step term short and long For Keep going can maintain Handling circle strategic at the moment This applicable in company with Keep going notice development and continue innovative and enthusiastic in move or face changes . With Thus , the company can designing improvement programs perspective in a company's balanced scorecard that is more efficient and continuous impact positive to future corporate strategy management .


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