BUSINESS DEVELOPMENT STRATEGY FOR NON-FINANCIAL PERSPECTIVE BALANCE SCORECARD METHODS TO INCREASE THE PERFORMANCE OF MSMEs IN INDONESIA DURING THE COVID-19 PANDEMIC

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Abstract: The COVID-19 pandemic has affected the performance of companies, especially MSMEs in Indonesia. The purpose of this study is to determine and analyze how much the company's business strategy has an influence on improving company performance, especially MSMEs. This research has its own peculiarities and is unique because at the time this research was conducted it was in a world situation that was experiencing a pandemic, including Indonesia. The research data was collected using quantitative techniques from primary data sources, which collected 173 questionnaires from 200 questionnaires distributed to several restaurants, canteens, and beverage outlets including small and medium businesses in the Jakarta, Bandung, and Surabaya areas. Based on the test results using multiple linear regression, it can be concluded that: (1) The customer perspective has a significant influence on the performance of MSMEs in Indonesia, (2) the Internal Business Process Perspective has no significant influence on the performance of MSMEs in Indonesia, and (3) The Learning and Growth Perspective has a significant influence on the performance of MSMEs in Indonesia.

Keywords: Customer perspective Internal Business Process Perspective, Learning and Growth Perspective, BSC, Corporate performance

INTRODUCTION

Nowadays, the international community, including Indonesia, has also experienced the COVID-19 pandemic since the beginning of 2020 and it is predicted by several world health experts that this pandemic will last quite a long time. The current COVID-19 pandemic has had an impact on various business sectors in Indonesia, such as the trade sector, industrial sector, banking sector and other sectors. The Covid-19 pandemic has not only caused a health crisis, but has also disrupted national economic activity. At the global economic level, the COVID-19 pandemic has had a very significant impact on a country's domestic economy and the existence of Micro, Small and Medium Enterprises (MSMEs) which are part of a country's domestic economic sector. Various supports and efforts to suppress the Covid-19 pandemic in Indonesia have been carried out in various ways, ranging from regional quarantine to large-scale social restrictions imposed

by the government. However, these efforts also had an impact on the industrial economic sector due to the imposition of restrictions to the stop of the production process. The economic impact that occurred in Indonesia and is almost evenly distributed in all parts of the world reflects the condition of uncertainty faced by the business world. This condition of uncertainty will certainly continue to be faced by every economic actor without knowing when it will end.

However, in mid-2021 a number of indicators point to a recovery in the national economy. One of the efforts to recover the national economy is to encourage the MSME sector which has an important contribution to the national economy. Micro, Small and Medium Enterprises (MSMEs), which in the pandemic era have become one of the sectors most vulnerable to the impact of the corona virus pandemic. This is different from the period before the Covid pandemic occurred, where this sector was one of the sectors that was expected to be able to support the economy, such as during the economic and financial crisis that hit the world in 1998 and 2008. Indonesia is dominated by the existence of Micro, Small, and Medium Enterprises. and Medium Enterprises (MSMEs) as the backbone of the national economy, were also seriously affected not only in terms of total production and trade value, but also in terms of the number of workers. who have lost their jobs due to this pandemic. Data from the Ministry of Cooperatives and Small and Medium Enterprises shows that in 2018 there were 64,194,057 MSMEs in Indonesia (or around 99 percent of the total business units) and employed 116,978,631 workers (or around 97 percent of the total workforce). work in economics.

Micro, Small and Medium Enterprises (MSMEs) can continue to produce and have good financial stability, therefore the government has made several policies to support and assist these micro, small and medium enterprises (MSMEs). One of the government's supports and assistance is asking for a reallocation of APBN and APBD for micro, small and medium enterprises (MSMEs). This government policy is in addition to stabilizing the production and finance of MSMEs. This is also to reduce the unemployment rate in Indonesia due to the active workforce in Micro, Small and Medium Enterprises (MSMEs) having to lose their income because these MSMEs are no longer able to stand up and produce.

Several indicators measure the success of a country's economy, namely by various points of economic indicators, including: income per capita, national income, price level, level of employment opportunities, the position of a country's balance of payments and the economic sector within a country. In several countries that are categorized as developed countries, the role of the industrial sector has the most dominant share compared to the agricultural sector. In developing countries, the role of the industrial sector shows an increasing contribution. An increasing contribution from the industrial sector can lead to changes in the structure of the country's economy, either slowly or quickly from the agricultural sector to the industrial sector, such as the current state of Indonesia.

Several research conducted studies on the discussion of the implementation of the balanced score card (BSC) on company performance, especially in this case, namely the category of Micro, Small and Medium Enterprises, have several different research results and observations both overall influence and influence of each perspective from the balance score card on company performance from a financial and non-financial perspective. This is a research gap which is the motivation of researchers in conducting this research. Several previous studies with the theme of implementing the Balanced Scorecard were conducted on a sample of companies in general, but this research took a sample of Micro, Small and Medium Enterprises (MSMEs) which had an impact in the current pandemic era, so this is one of the updates in this research

LITERATURE REVIEW

Positive Accounting Theory

Positive Accounting Theory is a theory that explains accounting phenomena that occur based on empirical observations (Erawati & Jepriansyah, 2019). In addition, positive accounting theory also explains the process to deal with future conditions by using accounting skills, knowledge, and accounting policies. This theory will explain and predict the consequences that occur if managers make certain choices. These explanations and predictions are based on contractual processes or agency relationships between managers and investors or creditors. According to research conducted by Hidayat (2019), the purpose of positive accounting theory is to explain (to explain) and predict (to predict) accounting practices. Explanation means giving reasons for the observed practice. For example, positive accounting theory seeks to explain why firms continue to use historical cost accounting and why certain firms change their accounting techniques. Prediction of accounting practice means theory seeks to predict phenomena that have not been observed.

Positive accounting theory argues that the company's accounting policies will be selected as part of a wider problem in achieving efficient corporate governance (Scott, 2012). Positive accounting theory does not force companies and standard setters to determine the accounting policies they use. This theory gives managers the flexibility to choose which policies to apply so that they can adapt to new policies or changes that occur. Positive accounting theory also explains the factors that influence management in choosing optimal accounting procedures and having certain goals. According to positive accounting theory, the accounting procedures used by companies do not have to be the same as others, but companies are given the freedom to choose one of the available alternative procedures to minimize contract costs and maximize firm value. With this freedom, managers have a tendency to take an action which according to positive accounting theory is called an opportunist action.

Balanced Scorecard (BSc) Methods

The rapid development of information technology has changed the pattern of company competition from industrial competition to information competition and also changed the reference used to measure the performance of a company. According to Kaplan & Norton (2000), the BSc consists of two words, namely: (1) Scorecard That is a card that is used to record a person's performance score which will later be used to compare with the actual performance results; (2) Balanced It is intended to show that the performance of personnel or employees is measured in a balanced manner and is viewed from two aspects, namely: financial and non-financial, short-term and long-term, and internal and external. The BSC provides a way to communicate a company's strategy to managers across the company. The BSc is a collection of integrated performance measures derived from the company's strategy that supports the company's overall strategy. The objectives and measures of the Balanced Scorecard are derived from the vision and strategy. Objectives and measures view company performance from four perspectives, financial, customer, internal business processes, and learning and growth (Kaplan and Norton, 2001). The financial objectives and measurements in the Balanced Scorecard are not only a combination of existing financial and non-financial measures but are the result of a top-down process based on the mission and strategy of a business unit. Mission and strategy must be translated by the BSc into a tangible goal and measure. The word "Balanced" here emphasizes the balance between several factors: 1. Balance between external measurement for stakeholders

and consumers with internal measurement for internal business processes, innovation and learning and growth processes. 2. A balance between measuring the results of past efforts with measures that drive future performance, 3. The balance between the elements of objectivity, namely measurement in the form of quantitative results obtained easily with the element of subjectivity, namely the measurement of performance triggers that require consideration. Thus, the Balanced Scorecard is a measurement and control management system that can quickly and comprehensively provide management with an understanding of business performance. The performance measurement looks at the business unit from four perspectives, namely the financial perspective, customers, business processes within the company as well as learning and growth processes.

Performance Measurement and Performance Measurement Objectives
Performance is a general term used to indicate some or all of the actions or activities of an organization over a period along with reference to a number of standards such as past or projected costs, a basis for efficiency, management responsibility or accountability and the like. Meanwhile, performance appraisal is the periodic determination of the operational effectiveness of an organization, its part of the organization and its personnel, based on predetermined targets, standards and criteria. Because organizations are basically operated by human resources, performance measurement is actually an assessment of human behavior in carrying out the roles they play in the organization. Performance appraisals can be used to suppress inappropriate behavior and to stimulate and enforce desirable behavior, through feedback on performance results in time to provide rewards, both intrinsic and extrinsic. With the performance appraisal, the main owner and top management can obtain an objective basis for providing compensation in accordance with the achievements contributed by each responsibility center to the company as a whole. All of this is expected to provide motivation and stimulation for each part to work more effectively and efficiently.

Performance is a person's action to meet expectations related to his function or a picture of the reaction to his work. Rustiana (2002) provides a definition of managerial performance as a manager's individual performance perception which consists of eight activity dimensions, namely planning, investigation, coordination, and supervision. Managerial performance can also be used as a measure of how effective and efficient managers have worked to achieve organizational goals.

Objective performance measurement is obtained directly from individual actions, which is measured through subjective considerations about work. Performance measurement is needed to evaluate and determine the effectiveness of the actions taken by managers. Performance measures are the type of information that is appropriate for control. Performance measures can be used as the basis for making improvements so as to create better performance in the future. Performance result data is collected during operational activities periodically. The data is reported to the manager in charge of certain operational activities for the purpose of evaluating the progress of its performance. Performance is evaluated by comparing the results achieved with the plans set by the company's management so that it can be seen whether the goals or targets of management's performance can be achieved.

Hyphotesis

H1: BSc from the customer's perspective has a positive effect on the corporate performance

H2: BSc from the perspective of internal business processes has a positive effect on the corporate performance.

H3: BSc Learning and growth perspectives have a positive effect on the corproate performance.

RESEARCH METHODS

The research subjects that will be examined in this study are supervisors, store managers and owners at restaurants, canteens, and beverage outlets in the Jakarta and Bandung areas, especially in the food and beverage sector. Researchers only conducted research in the Jakarta, Bandung and Surabaya areas because these areas have many restaurants, canteens or beverage outlets that have developed rapidly, as well as DKI Jakarta as the State Capital which is a strategic center and place to start or develop new businesses. While the city of Bandung and Surabaya as a famous culinary city is sought after by people from outside Bandung and Surabaya. The object of this research is to examine the effect of the phenomenon and to seek factual information regarding the effect of customer perspective, internal business process perspective, and growth & learning perspective from the balanced scorecard method on the financial performance of food and beverage companies in the Jakarta, Bandung, and Surabaya areas.

This study uses quantitative methods by using the type of research conducted with quantitative approaches and data. According to Sujarweni (2018) quantitative research is a type of research that produces findings that can be achieved using statistical procedures. While the type of research used in this study is comparative causal research which is included in the associative or relationship section. According to Sujarweni (2018) associative research aims to determine the relationship between two or more variables and determine their influence. According to (Ghozali, 2017) defines that Primary data is data obtained directly from the object under study, both from individual objects (respondents) or from an agency that intentionally collects data from other agencies or bodies for research purposes from users. . Observation is a systematic observation and recording of the symptoms that appear on the object of research.

FINDINGS AND DISCUSSION

With the respondents used in this study, it is hoped that they can represent the population of MSMEs engaged in the food and beverage business to find out business strategies from a balanced scorecard perspective during the pandemic and the impacts that occur because of this, especially in the cities of Jakarta, Bandung and Surabaya.

Table 1. Statistics Quesionnaire

Information	Total	Percentage
Total Questionnaires distributed	200	100 %
Total Questionnaires that did not return	12	9,50 %
Total Questionnaire that cannot be processed	15	10,00 %
Total Questionnaires that were processed as research samples	173	81,80 %

Source: primary data processed by researchers (2021)

Tabel 2. RESPONDEN PROFILE

	Total Respondent	Percentage (%)
Gender:		
Male	105	60,70
Female	68	39,30
Total	**173**	**100**
Position:		
Owner	30	17,30
Manager	63	36,35
Supervisor	80	46,35
Total	**173**	**100**
Education:		
SMA/SMK	57	33,01
D3	68	39,75
S1	33	19,83
S2	10	5,73
S3	3	1,73
Total	**173**	**100**

Source: primary data processed by researchers (2021)

Hypothesis Test Results
T Test (Partial)

Statistical testing begins by ensuring that all independent and dependent variables pass the classic assumption test which consists of a normality test, a heteroscedasticity test, a multicollinearity test, and an autocorrelation test. After testing the classic assumptions successfully, here are the results, the following are the results of testing all hypotheses.

Partial t test is a statistical test used to determine the effect of each (partially) independent variable on the dependent variable. The t-test shows how far the influence of one explanatory or independent variable individually in explaining the variation of the dependent variable and is used to determine whether or not the influence of each independent variable individually on the dependent variable is tested at a significance level of 0.05 and compares the results of t-count

with t table, if the result of t count is greater then Ha is accepted. The testing process is carried out on the independent variable on the dependent variable on the company's performance as the dependent variable in this study. From the results of the study, it was found that the regression coefficient, t value and partial significance were as follows:

Table 3. STATISTICAL TEST RESULTS T

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.873	1.235		3.112	.002
	PERS_PL	.289	.062	.296	4.667	.000
	PERS_BI	.066	.050	.096	1.311	.191
	PERS_PP	.462	.049	.559	9.446	.000
a. Dependent Variable: KIN_PER						

Source: Primary data processed by SPSS 24 (2021)

Based on the variables above, it can be seen that the calculated t value of each variable, namely the Customer Perspective variable is 4.667 with a significance of 0.000. The Internal Business Process Perspective Variable with a t-count value of 1.311 with a significance of 0.191, and the Growth and Learning Perspective Variable with a t-count value of 9446 with a significance of 0.000. This indicates that H1 is accepted, H2 is rejected and H3 is accepted, in other words, the Customer Perspective and the Growth and Learning Perspective have a significant effect on MSME Corporate Performance, while the Internal Business Process Perspective has no significant effect on the Corporate Performance.

Data Interpretation
The Influence of Customer Perspective on the Corporate Performance
Based on the results of the research data analysis described above, the hypothesis in this study shows that the customer perspective has a significant effect on the corporate performance. Based on the test results, the t value for the customer perspective variable is 4.667 with a significance value of 0.000. The significance value is less than 0.05 which indicates that it has a significant influence between the customer's perspective on the corporate performance.

The Influence of Internal Business Process Perspective on the Corporate Performance
Based on the results of the research data analysis described above, the hypothesis in this study shows that the internal business process perspective has a significant effect on the corporate performance. Based on the results of the tests conducted in this study, the t-value for the internal business process perspective variable was 0.988 with a significance value of 0.325. The significance value is greater than 0.05, which indicates that it does not have a significant influence between the internal business process perspective on the corporate performance.

The Influence of Growth and Learning Perspectives on Corporate Performance
Based on the results of the research data analysis described above, the hypothesis in this study shows that the Growth and Learning Perspective has a significant effect on the Corporate Performance. Based on the test results, the t value for the Growth and Learning Perspective

variable is 6.430 with a significance value of 0.000. The significance value is less than 0.05, this indicates that there is a significant influence between the Growth and Learning Perspectives on the Corporate Performance. This indicates that every MSME must create several new innovations to be able to develop and pay attention to any trends that are happening in order to maintain or improve corporate performance.

CONCLUSION AND SUGESTION
Conclusion
This research is to analyze and find out between the variables of the customer perspective, internal business process perspective, and growth and learning perspectives on the performance of micro, small and medium enterprises. Processing of the questionnaire data obtained from the respondents of this study, namely in the category of Micro, Small and Medium Enterprises (MSMEs), obtained the following research results:
o   Implementation of the Balanced Scorecard from the perspective of customers has a positive effect on company performance. Every business actor who is included in the MSME category in the cities of Jakarta and Bandung, especially the sample in this study, must pay attention to every strategy and plan by paying attention to the customer's perspective in order to create good company performance.
o   Implementation of the Balanced Scorecard from the perspective of internal business processes has no positive effect on company performance. For this reason, companies do not need to maintain and continue to develop internal business processes to make it easier for companies to improve company performance. Because there is no internal business process perspective does not affect the company's financial performance.
o   The application of the Balanced Scorecard from the perspective of growth and learning has a significant and positive effect on company performance. Every existing MSMEs must create new innovations to be able to develop and pay attention to every trend that is happening in order to maintain or improve company performance so as to increase company profitability.

Suggestion
This research provides several suggestions that are expected to help MSMEs in running their business during the current pandemic, namely:
o   Analysis of the Balanced Scorecard from a customer perspective, suggests that poor service provided to customers can cause MSME performance to deteriorate which will make customers not use the products produced by these MSME's.
o   Researchers provide suggestions for MSMEs to be dynamic and continue to be able to develop their business from the perspective of internal business processes to create increased MSME performance.
o   Micro, Small and Medium Enterprises (MSMEs) are expected to be able to continue to innovate and pay attention to market trends in improving performance,

Based on the results of research and discussions that have been carried out, conclusions can be

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