



Evaluation of Employee Performance with the Balanced Scorecard Method at BPJS Ketenagakerjaan

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ABSTRACT

BPJS Ketenagakerjaan is a legal institution established by the Indonesian government that is obliged to run a social security program. This article is reviewed with the intention of analyzing the performance evaluation of BPJS Ketenagakerjaan employees through the Balanced Scorecard method which includes four views, namely, finance, customers, internal business processes, and learning and growth. BPJS is a public institution that is not profit-oriented, but is required to be efficient, effective, and adaptive to the needs of participants. This research method uses a descriptive qualitative approach to explain the implementation of the Balance Scorecard comprehensively. The results showed that from a financial perspective, BPJS Ketenagakerjaan managed to significantly increase net profit and investment capital. Then the customer perspective reflects an increase in active membership, brand equity, and participant satisfaction. The internal business process perspective, highlights the success of digital transformation, service improvement, and information security systems. Furthermore, the last perspective, learning and growth, states that a high commitment to the development of employee skills through training, scholarships, and the establishment of a corporate university. This research confirms that the Balance Scorecard is an effective performance evaluation tool to improve employees' contribution to the organization's strategic goals

INTRODUCTION

The development of an increasingly advanced digital era encourages every company to move towards new conditions that require adaptive to the turmoil of change. Companies are currently required to show their adivation by developing the quality of human resources, policies, and the use of digitalization in a renewable manner to win competition in every line of business. This condition also makes BPJS Ketenagakerjaan present with various innovations to make it easier for participants to apply for various needs.

BPJS Ketenagakerjaan is a public legal entity and was created by the Government of Indonesia with responsibilities reported to the President of the Republic of Indonesia. Because BPJS Ketenagakerjaan is not included in the State-Owned Enterprises (BUMN), there are no other shareholders other than BPJS Ketenagakerjaan. This means that BPJS Ketenagakerjaan is not under private or individual ownership, but is included in the government structure that has responsibility for the implementation of social security in Indonesia. The legal basis for its formation refers to Law No. 24 of 2011 concerning the Social Security Organizing Agency (BPJS). Before changing its name to BPJS Ketenagakerjaan, the agency was initially named PT Jamsostek. The establishment of PT Jamsostek (Persero) began with a long path, starting in 1947. The hard work that was passed with various changes in regulations and legislation made the presence of protection for workers in Indonesia increasingly open. Entering the 1977 era, PP No. 33 of 1977 was designed regarding the administration of the Labor Social Insurance plan and was mandatory for companies and state-owned enterprises. The next key aspect was followed by PP No. 36 of 1995 with the result that PT Jamsostek was transformed into BPJS Jamsostek.

BPJS Ketenagakerjaan officially conducts operations and services wholeheartedly and carries designs that are tailored to the important needs for the protection of Indonesian workers. On January 1, 2014, PT Jamsostek transformed into the Employment Social Security Agency (BPJS Ketenagakerjaan) and was followed by the establishment of four protection plans, including Pension Insurance (JP), Work Accident Insurance (JKK) and Death Insurance (JKM), and Old Age Insurance (JHT) as of June 30, 2015. The agency then developed a new program, the Job Loss Guarantee (JKP), starting in February 2022.

Balanced Scorecard refers to the study of performance arrangements and is assembled to provide a complete and comprehensive view of quality within the company. This assessment design is measured not solely from a financial or financial point of view, but still includes components other than finance such as the customer's point of view, the company's internal point of view, and the point of view in learning and growth for the workforce (Khaeruman in Simare Mare & Triase, 2024). Referring to the use of four different perspectives, the Balanced Scorecard will encourage companies to set and harmonize their strategic direction. Balanced Scorecard is considered not only as a measuring tool, but acts as a milestone to move forward in improving the company's overall competitiveness.

LITERATURE REVIEW

Employee Performance

Hasibuan in Widyaningrum, M.E., & Widiana, M., (2020) performance is the achievement of individuals in doing the work assigned to them based on their skills, experience, and tenacity. According to Oprasto, R.R (2024) employee performance is the contribution and achievement of individuals in achieving ambitions according to predetermined work standards. According to Mangkunegara, performance is an achievement achieved by employees through the quality and quantity of work produced in accordance with the obligations given (Widyaningrum, M.E., & Widiana, M., 2020). So in conclusion, employee performance is a way of assessing the results of work and individual contributions in achieving organizational goals by covering the quality and quantity of work and conformity with the obligations imposed.

Employee performance in a company is influenced by circumstances in the work environment. There are two factors that influence work, namely 1) the ability factor, individuals are able and skilled in doing their duties so that it is easy to achieve work performance; 2) motivational factors, born from individual attitudes in handling circumstances at work. Where there is a high sense of desire to achieve optimal work performance (Widyaningrum, M.E., & Widiana, M., 2020). Employee performance plays a strategic role in the success of the company, not only in terms of individual productivity but in influencing overall organizational performance. Employees with optimal work levels are able to participate in improving operational efficiency, strengthening relationships with customers and encouraging innovation and sustainable growth in the company. Thus, successful performance management is key in motivating employees, identifying areas of improvement, and providing the support needed to optimize individual performance and achieve overall company goals (Oprasto, R.R 2024).

Performance Evaluation

According to Simanjuntak, performance evaluation is a task (skill) assessment tool for employees, teams or certain fields within a company that refers to performance standards or the purpose of the assessment and according to Mengginson, performance evaluation is a performance appraisal review conducted by the leader to assess whether the work results are in accordance with the job desc and obligations. (In Widyaningrum, M.E., & Widiana, M., 2020). Meanwhile, according to Mondy, performance evaluation is a systematic technique for assessing the effectiveness of individual employees and work teams which aims to directly criticize the effectiveness of performance management (In Riyanto, A. 2023). Based on several definitions, the conclusion is that performance evaluation is a systematic assessment process of individual or team work that refers to the standards and goals set by the company to measure the effectiveness of performance management. Employee performance evaluation is not only useful for companies to identify employee strengths and weaknesses, but also as a basis for providing feedback and career development according to their respective potential (Oprasto, R.R, 2024). Thus, performance evaluation acts as a formal system that is carried out regularly by the company

to improve and improve performance through optimizing employee performance.

Based on Showkat's research, measuring employee performance as an effective evaluation must consider internal and external factors of employees. Internal factors include employee abilities, motivation, and job satisfaction, while external factors include leadership, organizational culture, and economic conditions (In Saputra, I., & Rahmat, H. K. 2024). Performance evaluation activities often face challenges of unclear criteria, inconsistent standards, and limited supporting data. To overcome this, companies can use various evaluation methods such as rating scales, checklists, management by objectives, Behaviorally Anchored Rating Scale (BARS), 360-degree feedback, and the Critical Incident method. Of these methods, the Balance scorecard is one approach that is seen as a whole from four views, namely finance, customers, internal business processes and learning and growth.

Balanced Scorecard

Balanced scorecard is an evaluation process approach published by Robert S Kaplan and David P Norson around the 1990s. Balanced scorecard contains two meanings, namely balance and scorecard. Balance means balanced or meaningful as the alignment of financial assessment aspects and non-financial aspects, time dimension assessment, and comprehensive assessment of internal and external. The word scorecard is a sheet for recording one's assessment (In Kesek, F.N., et al 2020). This balanced scorecard approach has been widely applied by companies because it is considered effective in measuring and evaluating the overall performance of an organization from various perspectives. According to Atkinson et al, the balanced scorecard is a method of measuring the performance of an organization based on a view of vision, strategy, and organization (In, Rupilu, Wilsna, 2020). In Abdul Suhada's research, which cites the theory of the balance scorecard method Robert S Kaplan and David P Norson, explains that there are four views in the balance scorecard, consisting of:

1. Financial Perspective

Describes the company's strategy implemented and implemented by the company which plays an important role in improving company performance. Balanced Scorecard evaluates performance through indicators of Net Profit, Revenue Growth, Return on Investment (ROI) and Return on Assets (ROA). The financial aspect is important because it has high significance for the sustainability of the company, both in increasing revenue and supporting operations. The preparation of accurate and informative financial reports serves as a reference for employees in directing the increase in company profits and increasing company value, as well as building trust from stakeholders. Describing the company's strategy implemented and implemented by the company which plays an important role in improving company performance. Balanced Scorecard evaluates performance through indicators of net profit, revenue growth, Return on Investment (ROI) and Return on Assets (ROA). The financial aspect is important because it has high significance for the sustainability of the company, both in increasing revenue and supporting operations. The preparation of accurate and informative financial reports serves as a reference for employees in

directing the increase in company profits and increasing company value, as well as building trust from stakeholders.

2. Customer Perspective

Describes the company's efforts to understand its customers by identifying the intended market segmentation. The company tries to explore customer expectations of the company, their desires, and customer views of a company (Galib, M., & Hidayat, M., 2018). This perspective is a leading indicator, a phenomenon where customers will look for new sellers because there is a sense of dissatisfaction in meeting customer needs. Therefore, this perspective affects the company's revenue which impacts the performance of financial employees although not too significantly. 1) Customer core measurement, has several key aspects of success, namely market share, customer retention and customer satisfaction; 2) Customer value proposition is the cause in the core value proposition seen from several aspects, namely relationships with interactions with customers and reputation and relationships. (Suhada, A., & Hendrayanti, E. 2019).

3. Internal Business Process Perspective

Identification of business activities that are critical and of strategic value to the company. The goal is to evaluate the effectiveness of business operations while running and verify the creation of products and services in accordance with the wishes and needs of customers. In the internal process, there are three main processes or known as the general value chain model. The three main processes are: 1) Innovation, identifying the market share that will fulfill its expectations by producing these products and services in the future; 2) Operations, steps to meet customer expectations in providing products and services consistently, efficiently, and on target time; 3) After journal service, After journal service is a strategy to provide additional advantages to customers such as guarantees, repair activities, and transaction activities. (Galib, M., & Hidayat, M., 2018)

4. Learning and Growth Perspective

reflects the company's capability to make changes and continuous improvement by optimizing internal resources. This perspective emphasizes the importance of the role of employees as strategic assets of the company. This is shown through the company's attention to welfare and work comfort as well as the provision of facilities to improve knowledge and skills. That way, the company encourages employees to actively contribute to achieving the organization's strategic goals. There are three things to keep in mind in this perspective are as follows: 1) Employee Capabilities, the company is required to carry out improvements on a regular basis; 2) Information System Capabilities, requires an information system that can present data precisely, quickly, and accurately for feedback. The information includes customers, internal business processes, and finance through which strategic decisions can be made; 3) Motivation, Empowerment, and Alignment.

Based on the findings of the Aly and Mansour (2017) study, the Balance scorecard is implemented as a powerful method of assessing performance for top management evaluation. Then from the results of the Wake study it is found that the balanced scorecard is not used as an assessment system to control employee knowledge, but the Balance scorecard prepares a superior system for the balance between strategic goals and the work performed (In Luckyta, A.C., et al, 2020).

METHODOLOGY

This research applies a descriptive qualitative approach with the aim of describing the core related to the performance evaluation process of BPJS Ketenagakerjaan employees with the Balance Scorecard method. This approach is determined to obtain a comprehensive understanding of the implementation of the four views of the Balance Scorecard, namely finance, customers, internal business processes, and learning and growth in assessing employee performance. Data analysis techniques by summarizing, presenting data, and formulating conclusions to get an overall picture of the effectiveness of the application of the Balanced Scorecard in the performance evaluation process at BPJS Ketenagakerjaan.

RESULT AND DISCUSSION

Financial Perspective

BPJS Ketenagakerjaan is a non-profit institution that is still required to achieve efficiency, effectiveness and growth in the value of benefits through measurable financial performance. Through the balanced scorecard method, the performance assessment of BPJS Ketenagakerjaan's financial outlook is shown by several indicators, namely net profit (Net Profit), revenue growth (Revenue Growth), Return On Investment (ROI) and Return On Assets (ROA). Based on the 2023 report, BPJS Ketenagakerjaan's net profit for the current year increased significantly, amounting to RP 468 billion, while in 2022 the profit was achieved with a value of Rp 7 billion (Restatement), there is a large difference between the two years, namely 7,042.35%.

Furthermore, the indicator of revenue growth can be seen from the difference between the current year's operating income and the previous year. BPJS Ketenagakerjaan has two categories of income, namely the first operational and non-operational income and the second business income of the Social Security Fund (DJS) which includes various revenues, namely guarantee fees, participant contributions, capital income, operational costs, income and costs outside of that, DJS profits per category and capital financial statements per category. Operating and non-operating income in 2023 reached Rp 6,204.07 billion and in 2022 amounted to Rp 5,769.13, this has increased by Rp 434.93 billion or 7.54%. Meanwhile, DJS revenue in 2023 reached Rp 143,268.31 billion, this value increased by Rp 12,889.67 billion or 9.89% from 2022 which amounted to 130,369.64 billion.

The increase in capital funds amounted to 13.47% or around IDR 712.30 trillion in 2023 from 2022 yesterday worth IDR 627.69 trillion. With the realization of capital gains that increased by 17.33% or around IDR 47.20 trillion in 2023, while in 2022 it amounted to IDR 40.23 trillion. The increase is the result of

applying their principles of liability driven investing and dynamic asset allocation in dealing with the constraints of managing investment funds. Based on the data, Return On Investment (ROI) is around 6.63%, meaning that every Rp 1 trillion of invested funds generates an investment profit of around 66.3 billion for one year. Based on the 2023 annual report data, the Return on Assets (ROA) value was recorded at 2.79%, calculated from the net profit for the year of Rp 468 billion against total assets of Rp 16,787 billion. This figure shows that per Rp 1 asset under management generates a profit of around Rp 0.0279.

The financial situation of BPJS Ketenagakerjaan can be said to be financially healthy. Judging from the net profit that increased significantly from the previous year, it shows a real improvement in financial performance. The performance assessment organized by the National Social Security Council (DJSN) by combining the assessment of financial health and performance levels valued at 107.55 strengthens the evidence of increased effectiveness in the financial management of the institution. Then the profitability ratio shows quite positive results. The ROI value of 6.63% is still considered good criteria in the context of a non-profit company, considering that BPJS Ketenagakerjaan is not about achieving maximum profit but optimizing managed funds for the welfare of participants. However, the ROA value is still relatively less at 2.79% which states that the utilization of total assets to generate profits is not optimal so there is still room for improvement in asset efficiency. In terms of investment, BPJS Ketenagakerjaan in managing social security funds applies asset location strategies and asset allocation tactics and minimizes the proportion of assets invested in equity instruments so that these actions succeed in reducing the risk of falling values due to market volatility and reflect prudent risk management. Thus, BPJS Ketenagakerjaan shows good financial performance although it still needs to improve the efficiency of asset utilization and optimize investment management to maintain sustainable performance.

Customer Perspective

In the customer perspective in the Balance Scorecard method, BPJS Ketenagakerjaan shows very good performance seen from several key indicators that reflect success in creating value for customers. Judging from the measurement of the Customers Core Measurement group, the first indicator, namely Market Share, can be seen from the number of active BPJS Ketenagakerjaan memberships. There are two types of membership, namely employers or business entities in 2023 touched 901,912 and the previous year was 735,295, then obtained a difference of 22.66%. While the participation of the labor category in 2023 reached 41,560,930 while in 2022 it was 35,864,017 resulting in a difference of 15.88%.

Next, on the Customer Retention indicator, BPJS Ketenagakerjaan increased Brand Awareness through socialization and education in events themed "Hard Work, Worry-Free (KKBC)" targeting wage payers or those who have not complied with the regulations on providing social security protection to employees. KKBC is disseminated through above the line and below the line, which later changed its name to the "KKBC Goes to Village" program. Based on

the participant satisfaction survey report, BPJS Ketenagakerjaan, through the KKBC program, successfully increased brand equity to 88.6% from the previous year, which was 87.2%. Then, BPJS Ketenagakerjaan strengthened the agency system through the Indonesian Social Security Driver Program (PERISAI), which is a collaboration system with the community recruited as agents by BPJS Ketenagakerjaan to serve customers in the Non-Wage Recipient (BPU) and MSME categories. The PERISAI agency aims to ensure that participants remain active and improve interpersonal relationships between participants and the institution for easier communication. Through a cooperation strategy, the total membership contributions through agents reached Rp 473 billion, while in 2022 it was Rp 373 billion. In addition, BPJS Ketenagakerjaan collaborated with PT SRC Indonesia Sembilan to offer social security programs for workers to entrepreneurs and SRC store employees throughout Indonesia, resulting in an increase of 25,432 BPJS Ketenagakerjaan participants who registered through SRC.

BPJS Ketenagakerjaan implemented a strategy to embrace customers through electronic surveys in every region to delve into customer satisfaction, which will be used as a basis for evaluation and service quality improvement. Customer satisfaction can be seen from the results of the 2023 e-survey conducted by an independent party, involving 2,013,919 customers as respondents. The results show that in the IPP/Customer Satisfaction Index (CSI) category, it achieved 90.08%, a value higher than the previous year, which was only 84.08%. The Net Promoter Score (NPS) was 48.9%, also an increase from the previous year, which was only 39%. This means that more participants are recommending BPJS Ketenagakerjaan services. The brand equity survey showed 88.6%, exceeding the target of 85%, which indicates an increase from 2022, which was 87.2%. From these categories, overall, the e-survey showed that 97.78% of participants expressed high satisfaction. In addition to the e-survey results, BPJS Ketenagakerjaan held the Paritrana Award at both provincial and national levels as a form of reward or recognition for regional officials and employers who have committed to providing social protection for their workers. The Paritrana Award not only serves as motivation but is also one of the strategies to enhance participant satisfaction, strengthen the loyalty of participants who are part of communities and associations, and improve participant retention through fee recovery and direct involvement in institutional activities.

The performance of BPJS Ketenagakerjaan from the customers' perspective indicates a very good value. Viewed through the increase in the number of active participants, both from employers and workers. The increase reflects the success of BPJS Ketenagakerjaan in expanding the reach of social security protection participation in Indonesia. Furthermore, the strategies implemented, such as the KKBC campaign and the strengthening of PERISAI agency and partnerships, have successfully exceeded the target percentage of brand equity, increased participant contributions, retained active participants, and recorded significant growth in the number of employment social security participants. In addition, concrete evidence from the e-survey results shows a very high level of participant satisfaction, indicating the success of BPJS

Ketenagakerjaan in building positive, loyal, and satisfying relationships with its customers.

Internal Business Perspective

In the design of a balanced scorecard, the internal business perspective refers to the evaluation of performance assessment and harmony across all lines of work within the company. In other words, this evaluation is fully aimed at what constitutes the important internal values within the company. As a form of applying an internal business perspective to run effectively, company leaders must consistently observe the internal conditions of the company and identify what needs further development within it. The competencies and skills possessed by employees are crucial for creating efficient and high-quality internal business processes. Optimal internal performance not only increases the number of customers but also directly impacts the increase in revenue and profits of the company. In the perspective of this internal business process, there are three main components that are the focal points, namely:

1. Innovation process: Performance in 2023 is determined by internal factors. BPJS Ketenagakerjaan presents itself by enhancing services to customers, adopting the New Service Blueprint (New SBP) concept which focuses on customers or participants, fulfilling all customer needs for easy, clear, and informative services, and ease of access. BPJS Ketenagakerjaan also undertook a massive renovation of the design of 257 branch offices, aligned with the theme of renewal that is environmentally friendly and accessible for people with disabilities. As of the 2023 period, 314 branch offices have been modernized, implementing a modern style, which is 97% of the 324 branch offices nationwide. In addition, BPJS Ketenagakerjaan is also making changes and updates to the Jamsostek Mobile (JMO) application, which is promoted as one of the applications for one access to the digital ecosystem. In 2023, the company also aims to realize BPJS Ketenagakerjaan as a milestone in digital and technological transformation. The technology and digital capabilities developed include electronic "know your customer" (e-KYC) technology in the JMO application. This development has resulted in a significant effect on the efficiency of the time required for the claims submission process, making it faster. Initially taking several working days, it now only takes one working day. Features in the JMO application have also been added to meet user needs, including: 1) Membership registration feature for the Indonesian Migrant Workers segment; 2) Automatic JMO account creation; 3) JHT claim feature for the BPU segment; 4) JKK or JKM claim feature for the Indonesian Migrant Workers segment; 5) Shopping feature; 6) Bank account opening feature; 7) Click to call feature; 8) Investment feature; 9) Additional partnership in the promo feature; 10) Ask 175 feature. The development and changes in these features have driven the realization of BPJS Ketenagakerjaan throughout 2023, with an estimated 21,523,103 JMO application users, accounting for approximately 9.71% of the total 221,563,479 internet users in the country, according to APJII data.

2. Operational process: As a form of operation, BPJS Ketenagakerjaan's commitment to the Sustainable Development Goals (SDGs) is evident in its realization in 2023, where BPJS Ketenagakerjaan collaborated with 7,094 PLKK or trauma centers and developed the characteristics of e-PLKK in the JMO application to continuously provide ease of service for workers who have suffered work-related accidents.
3. Post-sales process: This year, a thorough evaluation has also been conducted for the benefit of the company. BPJS Ketenagakerjaan has provided treatment related to security assurance evaluations for 54 selected applications opened to the public and 12 selected applications opened internally by BPJS Ketenagakerjaan. This year as well, there have been no reports of BPJS Ketenagakerjaan products or applications being banned by the government, proving that the products or applications used are safe for users. As a form of responsibility to customers, BPJS Ketenagakerjaan also implements a joint agreement with stakeholders who have the authority to enhance data security access, including: 1) The National Cyber and Crypto Agency (BSSN) of the Republic of Indonesia, which is tasked with improving information security features, personal data, and implementing a honeypot system within the company's internal; 2) The Electronic Certification Institute (BSrE) of BSSN of the Republic of Indonesia regarding the provision of e-signatures to support the transition to digitalization within the scope of business entities; 3) ISO 27001:2013 certification regarding awareness training that the applications and explanations used are safe for all parties. The sense of security related to customer data is an important goal for BPJS Ketenagakerjaan to manage data security usage, which also includes measures to avoid fraud, dissemination, and misuse of user data leaks.

The internal business perspective with the balanced scorecard method is intended as a work plan in mapping Key Performance Indicators (KPIs) and refers to innovation and efficiency, which can then be used as a basis for evaluating overall employee performance. In the internal business perspective at BPJS Ketenagakerjaan, it has been shown that this approach consistently drives digital transformation and the improvement of service quality at BPJS Ketenagakerjaan. This, in turn, encourages employee performance to progress and keep up with the developments of the digital era through various changes and internal efficiencies within the company.

Learning and Growth Perspective

As a form of perspective in learning and growth through the balanced scorecard method, this support is consistently provided by BPJS Ketenagakerjaan, which continues to strive to enhance participants' experiences to obtain comprehensive protection and benefits from existing programs, supported by the improvement of employee capabilities. To this end, BPJS Ketenagakerjaan organizes various programs to broaden knowledge and enhance skills, systematically designed through the utilization of internal resources and collaboration with external institutions such as universities. Throughout 2023, training and education have been attended by 6,150 employees, while for

outsourcing and security, all forms of skill enhancement are carried out by their respective service providers. The duration of employee training reached a total of approximately 137,552 hours, with an average skill development of 24.84 hours per worker. In addition, efforts to develop digital literacy are also carried out through the provision of reading materials to broaden employees' horizons, such as physical books, magazines, and other reading materials in digital form, all of which can be accessed through the Digital Library (DILA) application. This application contains 331 titles of e-books and 5 selected e-magazines that have been chosen and include important content to enhance employee performance. Each worker is required to enhance their digital reading literacy to meet the set objectives, as part of the assessment parameters in the individual Key Performance Indicator (KPI).

To support the career development of employees, BPJS Ketenagakerjaan also organizes various programs to enhance knowledge through education. Throughout 2023, nine employees received two types of scholarships, namely independent scholarships for eight people and overseas scholarships with a sponsorship scheme for one person, as part of efforts to increase the number of employees with master's and doctoral degrees to strengthen organizational management in the future. In addition, 20 employees were also included in overseas course programs, conducted both online and offline. Support from BPJS Ketenagakerjaan in advancing employee skills is realized through an internal learning system with the establishment of a corporate university named the BPJS Ketenagakerjaan Institute, which has the task of enhancing workforce capabilities. Not only that, BPJS Ketenagakerjaan also manages the Professional Certification Institute (LSP) as a means of measuring and ensuring professional competence. By the end of 2023, the LSP BPJS Ketenagakerjaan has realized at least six stages of official certification and the National Professional Certification Agency (BNSP) covering the fields of Marketing Officers, Customer Service Officers, Junior Financial Managers, Junior Human Resource Managers, Junior Information Technology (IT), and PERISAI delegates.

CONCLUSIONS

From a financial perspective, BPJS Ketenagakerjaan has shown very positive financial performance throughout 2023. Net profit experienced a drastic surge, revenue increased significantly, and investment returns showed solid growth. The cautious investment management strategy through the principles of liability-driven investing and dynamic asset allocation has proven successful in maintaining positive performance. Nevertheless, the relatively low ROA value serves as an important note that asset utilization efficiency still needs to be improved to support optimal financial sustainability.

From the perspective of customers and internal processes, BPJS Ketenagakerjaan has successfully increased participant satisfaction and loyalty through various service innovations, digitalization, and educational approaches such as the KKBC campaign and the strengthening of PERISAI agents. A customer-centric approach is also evident in the improvement of the JMO

application and award programs like the Paritrana Award. From the perspective of learning and growth, the strengthening of human resources through intensive training, digital libraries, scholarships, and competency certifications demonstrates a serious commitment to employee development as a driving force for excellent public service.

RECOMMENDATIONS

In the future, BPJS Ketenagakerjaan needs to continue promoting the improvement of asset management efficiency to enhance ROA value, expand the reach of digitalization so that the penetration of the JMO application becomes more even, and develop inclusive innovations, especially for the informal worker segment and persons with disabilities. Additionally, continuous investment in enhancing human resource competencies and information security systems needs to be maintained so that the institution remains adaptive and trustworthy amidst technological dynamics and the increasing expectations of social security participants.

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