

Proposal for the Implementation of a Performance Evaluation System Using the Balanced Scorecard Method at the Jelegong Village Office

Evan Devian Permana Saputra^{1,*} and R.Adjeng Mariana Febrianti¹

¹Widyatama University, Indonesia

*Corresponding author. Email: evan.devian@widyatama.ac.id

ABSTRACT

Village government plays a strategic role in public service and regional development but faces challenges in implementing an effective performance evaluation system. Jelegong Village Office currently employs an administrative-based evaluation, which lacks a comprehensive performance assessment. This study proposes the implementation of the Balanced Scorecard (BSC) as a more structured and multidimensional performance evaluation system. Using a qualitative approach with case study methods and document analysis, the findings indicate that implementing BSC at the Jelegong Village Office enhances accountability, transparency, and governance effectiveness through four key perspectives: financial, community, internal processes, and learning and growth. This implementation enables more objective and data-driven performance measurement in resource management and public service improvement. However, challenges remain in technical aspects and human resource readiness, requiring a phased implementation strategy and continuous training.

Keywords: *Balanced Scorecard, Performance Evaluation, Village Governance*

1. INTRODUCTION

The village government, as the smallest unit in Indonesia's governmental structure, plays a strategic role in implementing national development and delivering public services. Jelegong Village, located in Kutawaringin District, Bandung Regency, is one of the villages actively involved in various development programs and community services. Based on observations and documentation of activities in Jelegong Village, it is evident that village officials have implemented several community empowerment programs such as health counseling in collaboration with the Kutawaringin Health Center, distribution of Direct Cash Assistance (BLT) to those in need, as well as social and religious activities involving community participation. However, the implementation of these programs lacks a comprehensive and integrated performance evaluation system that can effectively measure the performance of village officials in achieving strategic goals. In the current era of decentralization and regional autonomy, the demand for accountability and transparency in village governance is increasing. Law Number 6 of 2014 concerning Villages grants village governments greater authority to manage their own resources, which requires them to have effective management and evaluation systems in place.

In the context of Jelegong Village, documentation shows that activities such as monitoring and evaluation (monev) with sub-district teams, distribution of incentives to neighborhood units (RW/RT), and other community activities are regularly conducted. However, these efforts are not supported by a structured and comprehensive performance evaluation system. This is in line with the findings of Ruhayat, Pradesa, Novira, & Wijayanti (2025), who state that most village governments in Indonesia still rely on traditional evaluation methods focused only on finances and compliance, without considering factors like citizen satisfaction, internal processes, or learning and growth. The Balanced Scorecard (BSC), developed by Kaplan and Norton, offers a comprehensive performance evaluation framework through four perspectives: financial, customer, internal business processes, and learning and growth. According to Manik, Christanti, & Setiawan (2024), the BSC method can help village governments align strategies with their vision and mission, while also measuring progress through relevant indicators. The adoption of the BSC in Jelegong Village can address the limitations of the current evaluation system. It would allow the village government to assess performance not only financially, but also in terms of community satisfaction, service efficiency, and institutional learning. Research by Sofyani, Simali, Najda, & Al-maghrebi (2020) has shown that BSC implementation in Indonesian villages has led to improved public service quality and government accountability.

This study aims to propose the implementation of a performance evaluation system using the Balanced Scorecard at the Jelegong Village Office. The specific research questions include: (1) What is the current condition of the performance evaluation system in Jelegong Village? (2) How can a BSC-based system be designed according to the village's needs and characteristics? (3) What strategy is appropriate for implementing this system in Jelegong Village? To address these questions, the study will first analyze the existing performance evaluation system, identifying strengths, weaknesses, opportunities, and challenges. Second, it will design a BSC-based performance evaluation framework tailored to the vision, mission, and specific context of Jelegong Village. This includes identifying appropriate performance indicators across all four BSC perspectives. Third, the study will formulate an implementation strategy that considers the capacity of village officials, stakeholder support, and resource availability. A phased and participatory implementation approach will be emphasized, in line with the recommendations of Truong, Nguyen, & Duong (2020).

This research is expected to contribute both theoretically and practically. Theoretically, it adds to the limited literature on BSC application in village governance, particularly in Indonesia. Practically, it can serve as a reference for the Jelegong Village Government in developing a more comprehensive and integrated performance evaluation system. It may also benefit local governments in formulating policies and capacity-building programs, while encouraging public participation and enhancing trust in local institutions. For academics, this research provides insights into the challenges and strategic considerations for applying BSC in the unique context of village governance.

2. RESEARCH METHODS

2.1. Types of Research

This study uses a qualitative approach with a case study method to analyze and formulate a proposed performance evaluation system using the Balanced Scorecard at the Jelegong Village Office. This approach was chosen because it allows for an in-depth understanding of the phenomenon being researched through data exploration and interpretation. The case study method allows for intensive investigation of the environmental conditions and interactions of a particular social unit naturally, in this case the Jelegong Village Office with its various activities and programs.

2.2. Research Object

The object of this research is the performance evaluation system at the Jelegong Village Office, Kutawaringin District. The research focuses on four Balanced Scorecard perspectives that are adjusted to the characteristics of village government: financial perspective (village financial resource management), community perspective (service satisfaction), internal business process perspective (effectiveness and efficiency of service processes), and learning and growth perspective (apparatus capacity development and innovation).

2.3. Data and Data Sources

The research uses secondary data obtained through documentation methods, including village activity reports, planning documents, financial statements, results of previous performance evaluations, and other documents related to village programs. The main source of data is the official archives of the Jelegong Village Office, including the APBDes, RPJMDes, LPPD, budget realization reports, service SOP documents, and documentation of programs that have been implemented.

2.4. Data Analysis Techniques and Stages

Data analysis uses a thematic analysis approach, including identifying, analyzing, and reporting patterns that emerge from the data. The analysis stages include: (1) a thorough understanding of the document, (2) coding relevant information, (3) grouping the code into a theme, and (4) integrating the theme into the Balanced Scorecard framework. Validity is guaranteed through triangulation of data sources, peer debriefing, and member checking involving the Jelegong Village Office.

3. DATA ANALYSIS AND DISCUSSION

3.1. Data Analysis

3.1.1. Analysis of the Current Condition of the Performance Evaluation System at the Jelegong Village Office

The current performance evaluation system at the Jelegong Village Office still relies on a conventional approach focused on administration, regulatory compliance, and financial reporting. While the village has successfully implemented various community programs—such as health counseling, BLT distribution, and waste recycling education—monitoring efforts remain limited to procedural compliance. A deeper analysis highlights key weaknesses, including the lack of a comprehensive evaluation framework, reactive rather than proactive assessments, limited measurable indicators, and minimal stakeholder involvement. As a result, the current system fails to adequately capture service effectiveness and support sustainable development goals.

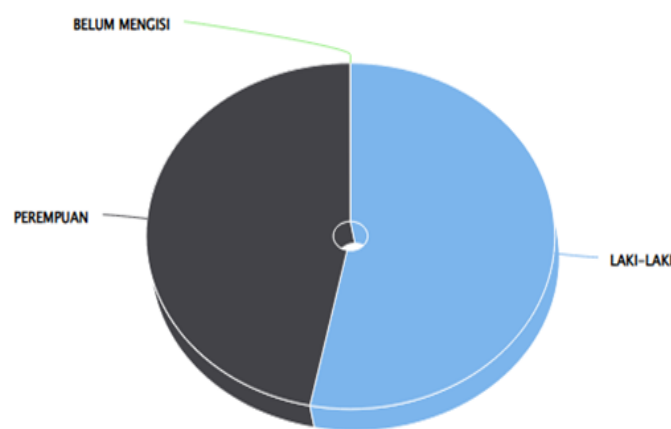


Figure 1. Jelegong Village Program Distribution Circle Diagram Based on Activity Categories in 2022

The distribution of village programs shows that despite the commitment to implement various development and public service programs, there has been no systematic mechanism to evaluate the impact of programs on the achievement of village vision and mission. One of the significant challenges in the implementation of good village governance is the limitations of a performance evaluation system that can measure the effectiveness of programs comprehensively from various dimensions. These limitations have implications for the difficulty in identifying areas that require priority interventions and optimizing resource allocation. Therefore, a more holistic and strategic transformation of the performance evaluation paradigm is needed, especially considering the dynamics of the implementation of Law Number 6 of 2014 concerning Villages which provides greater autonomy to village governments in resource management.

3.1.2. Analysis of the Balanced Scorecard Design for Performance Evaluation in Jelegong Village

The design of the performance evaluation system using the Balanced Scorecard (BSC) approach at the Jelegong Village Office requires comprehensive adaptation to the specific characteristics of the village government and the local context. This adaptation resulted in a BSC framework that includes four fundamental perspectives: finance, society (adaptation from a customer perspective), internal processes, and learning and growth. In the context of Jelegong Village, the BSC design process begins with an analysis of the village's vision, mission, and strategic programs identified in the documentation. Based on this analysis, operational strategies were formulated for each BSC perspective, followed by the identification of Key Performance Indicators (KPIs) that reflect the strategic achievements of each perspective. The financial perspective in the Jelegong Village BSC is designed to evaluate the effectiveness and efficiency of village financial resource management through indicators that include: budget realization rate, percentage increase in Village Original Income (PADes), operational expenditure efficiency, timeliness of financial reporting, and accuracy of social assistance distribution. The community's perspective focuses on evaluating community satisfaction with public services and the empowerment programs implemented. Performance indicators in this perspective include: community satisfaction index for administrative services, level of community participation in village development planning

deliberations, percentage of community complaints resolved, level of community acceptance of empowerment programs, and effectiveness of communication channels between the village government and the community.

Table 1. Key Performance Indicators of the Financial Perspective of BSC Jelegong Village

Yes	Group	n	%
1	Man	5306	53,18%
2	Woman	4671	46,82%
	Sum	9977	100,00%
	Not Filled Out	0	0,00%
	Total	9977	100,00%

The perspective of internal processes in the Jelegong Village BSC focuses on evaluating the effectiveness and efficiency of operational procedures, coordination between village institutions, and innovations in public services. The performance indicators formulated include: compliance with the Standard Operating Procedures (SOP) of services, the average time of completion of administrative services, the effectiveness of coordination between village institutions, the level of adoption of information technology in services, and the number of service innovations implemented. The perspective of learning and growth includes the dimensions of capacity development of village apparatus, management information systems, and organizational culture that is conducive to continuous improvement. The performance indicators developed include: the percentage of village apparatus who participated in competency development training, the level of implementation of training results in the implementation of tasks, the availability and utilization of village management information systems, the level of job satisfaction of village apparatus, and the success of knowledge transfer between village apparatus. The implementation of BSC in Jelegong Village requires strategic integration between perspectives to ensure coherence and synergy of performance evaluation, as well as the identification of relevant and measurable performance indicators as determinants of implementation success.

3.1.3. Analysis of the Implementation of Financial Perspectives in BSC Jelegong Village

The financial perspective of the Balanced Scorecard (BSC) at the Jelegong Village Office represents a shift toward more effective and accountable financial management. Analysis shows the village budget heavily relies on government transfers, highlighting the need to diversify income sources and increase Village Original Income (PADes). Key performance indicators (KPIs) for the financial perspective include budget realization, PADes growth, operational efficiency, timely reporting, and accurate social assistance distribution. Strategic initiatives include digital budget monitoring, BUMDes development, cost management systems, financial information systems, and participatory oversight aimed at improving efficiency, transparency, and financial independence.

3.1.4. Analysis of the Implementation of Community Perspectives, Internal Processes, and Learning in the BSC of Jelegong Village

The Balanced Scorecard (BSC) in Jelegong Village integrates four perspectives community, internal processes, learning and growth emphasizing the role of citizens as both service recipients and collaborators in governance. Community-related KPIs include satisfaction levels, participation in planning, complaint resolution, program acceptance, and communication effectiveness, supported by initiatives like service quality systems and digital engagement platforms. Internal process indicators focus on SOP compliance and service efficiency, with goals like 95% SOP adherence and a 20% reduction in processing time, aided by digitization and streamlined procedures. The learning and growth perspective targets capacity building through training participation (90%) and application of training outcomes (80%), with strategies such as mentoring and knowledge systems. Effective BSC implementation requires a phased, context-aware approach to ensure sustainability and impact.

3.2. Discussion

The implementation of the Balanced Scorecard (BSC) at the Jelegong Village Office marks a shift from traditional, compliance-based performance evaluations to a multidimensional and integrated assessment approach. The current system, which focuses heavily on administrative and regulatory aspects, is inadequate for capturing the complexities of

modern village governance. The BSC framework—adapted to include financial, community, internal process, and learning and growth perspectives—offers a more holistic method for evaluating village government performance. This aligns with findings from existing literature that highlight the limitations of conventional evaluation models and the need for performance metrics that reflect accountability, transparency, and citizen satisfaction.

Each BSC perspective has been contextualized for Jelegong Village. The financial perspective addresses budget realization, income diversification (particularly the low contribution of Village Original Income), and efficient use of funds. The community perspective emphasizes citizen engagement through satisfaction indexes, complaint resolution, and participation in governance. Internal processes focus on service efficiency and adherence to SOPs, while the learning and growth dimension aims to strengthen human resource capacity through targeted training and performance evaluation. These perspectives are supported by strategic initiatives such as digital systems, monitoring mechanisms, and participatory development planning, which are essential for the success of the BSC framework.

Implementing the BSC requires a phased and participatory strategy tailored to the realities of village governance, including capacity constraints and infrastructure limitations. Success factors include leadership commitment, stakeholder involvement, and robust IT support. The study, using a qualitative case study approach, contributes theoretically by expanding literature on BSC applications in village contexts and practically by offering a roadmap for other village governments seeking to enhance governance quality. Despite challenges such as resistance to change and technical barriers, BSC has the potential to transform Jelegong Village into a model of accountable, transparent, and responsive local governance aligned with the principles of good governance as outlined in Indonesian law.

4. CONCLUSION & SUGGESTIONS

4.1. Conclusion

The implementation of a performance evaluation system based on the Balanced Scorecard (BSC) at the Jelegong Village Office aims to increase the effectiveness and efficiency of resource management and public services. The analysis shows that the existing performance evaluation is still administrative and less integrated in measuring village strategic achievements. The implementation of BSC enables multidimensional performance measurement through four main perspectives: finance, society, internal processes, and learning and growth. From a financial perspective, budget realization and optimization of Village Original Revenue (PADes) are the main indicators. The community's perspective focuses on the satisfaction and participation of citizens in decision-making. The internal process perspective highlights service efficiency and innovation, while the learning and growth perspective focuses on the capacity building of village apparatus. The implementation of BSC can increase transparency, accountability, and the effectiveness of village governance in a sustainable manner. However, technical and non-technical challenges such as technological infrastructure and human resource readiness need to be addressed with a gradual and participatory implementation strategy.

4.2. Suggestion

Optimization of Infrastructure and Human Resources: Development of village management information systems and training of village apparatus in the implementation of BSC. Increased Community Participation: Transparent socialization of performance evaluation results and increased community involvement in decision-making. Continuous Evaluation and Improvement: Conducting periodic monitoring of performance indicators, adjusting strategies as needed, and implementing a reward system for outstanding village officials.

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