

AN ANALYSIS OF BALANCED SCORECARD IMPLEMENTATION AS A PERFORMANCE EVALUATION TOOL FOR TRAINING PROGRAMS AT THE DEPARTMENT OF MANPOWER, PEMATANGSIANTAR CITY, 2023 – 2024

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ABSTRACT

This study aims to analyze the implementation of the Balanced Scorecard as a performance evaluation tool for job training programs at the Department of Manpower of Pematangsiantar City during 2023–2024. The Balanced Scorecard framework was applied through four perspectives: financial, customer, internal business processes, and learning and growth. The research uses a descriptive qualitative approach with primary data obtained from budget realization documents, interviews, observations, and questionnaires distributed to 139 training participants. The results show that, from the financial perspective, budget utilization in 2024 was more efficient compared to 2023. From the customer perspective, participant satisfaction regarding facilities, materials, and instructor quality was relatively high. The internal business process perspective indicates that the program was carried out systematically through structured planning, participant selection, and daily monitoring. From the learning and growth perspective, the institution demonstrated a strong commitment to competency development and collaboration with training partners. Overall, the Balanced Scorecard is proven to be effective as a performance evaluation tool and provides a comprehensive foundation for future program improvement.

Keywords: *Balanced Scorecard, Performance Evaluation, Job Training, Department of Manpower, Pematangsiantar*

ABSTRAK

Penelitian ini bertujuan menganalisis penerapan Balanced Scorecard sebagai alat evaluasi kinerja program pelatihan kerja di Dinas Ketenagakerjaan Kota Pematangsiantar tahun 2023–2024. Evaluasi dilakukan melalui empat perspektif Balanced Scorecard, yaitu keuangan, pelanggan, proses bisnis internal, serta pembelajaran dan pertumbuhan. Penelitian menggunakan pendekatan kualitatif deskriptif dengan data primer berupa dokumen realisasi anggaran, wawancara, observasi langsung, serta kuesioner kepada 139 peserta pelatihan. Hasil penelitian menunjukkan bahwa dari perspektif keuangan, penggunaan anggaran tahun 2024 lebih efisien dan mendekati target dibanding tahun 2023. Perspektif pelanggan memperlihatkan tingkat kepuasan peserta yang tinggi terhadap fasilitas, instruktur, dan relevansi materi. Pada perspektif proses internal, pelaksanaan pelatihan berjalan sistematis melalui perencanaan, seleksi peserta, serta monitoring harian. Perspektif pembelajaran dan pertumbuhan menunjukkan adanya peningkatan kompetensi peserta dan penguatan kolaborasi dengan lembaga pelatihan. Secara keseluruhan, Balanced Scorecard terbukti efektif memberikan gambaran komprehensif terhadap keberhasilan program pelatihan kerja dan dapat menjadi acuan evaluasi berkelanjutan di masa mendatang.

Kata Kunci: *Balanced Scorecard, Evaluasi Kinerja, Pelatihan Kerja, Dinas Ketenagakerjaan, Pematangsiantar*

I. INTRODUCTION

Background

The Department of Manpower of Pematangsiantar City is a government agency responsible for creating and managing a conducive labor system, improving workers' welfare, and increasing labor absorption through various training programs. One of its public services is vocational training, aimed at enhancing skills, competitiveness, and employment opportunities for the community.

The Department of Manpower also bears the responsibility of improving workers' welfare in Pematangsiantar. This is carried out through programs such as employment social security, improvement of fair wages, and the creation of job opportunities that can absorb the available workforce. The Job Training Service Center of Pematangsiantar plays an important role in human resource development by providing vocational training programs. These initiatives are intended to improve worker capacity, reduce unemployment, and strengthen local competitiveness across various industrial sectors.

However, the effectiveness of these training programs remains a major challenge. Preliminary data reveal several issues within the implementation process. Some training participants reported that the skills gained were not fully aligned with labor market demands. At the same time, several local companies still struggled to find workers who matched their required qualifications. Furthermore, program reports indicate that evaluations have been mostly quantitative—such as the number of participants trained—without deeper analysis of long-term outcomes, including improvements in productivity or contributions to regional economic growth.

The Balanced Scorecard (BSC) is one of the performance evaluation methods suitable to address this gap. The Balanced Scorecard was first introduced and popularized by Robert S. Kaplan, a professor at Harvard Business School, and David P. Norton from the public accounting firm KPMG (Klynveld, Peat, Marwick, Goerdeler) in the United States. The Balanced Scorecard integrates financial and non-financial performance measures to provide a more comprehensive evaluation. Their research was published in the article "Balanced Scorecard Measures That Drive Performance" in the Harvard Business Review (January–February 1992), concluding that executive performance should be assessed using four key perspectives: financial, customer, internal business processes, and learning and growth.

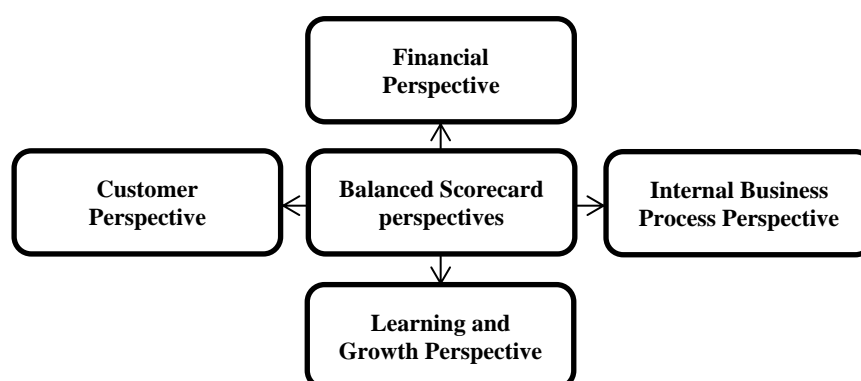


Figure 1. The Balanced Scorecard perspectives

Source: Kaplan (1996)

Based on the background above, this study aims to analyze the performance of job training programs at the Department of Manpower of Pematangsiantar City in 2023–2024 using the Balanced Scorecard approach.

Problem Formulation

Based on the background discussed above, the research problems addressed in this study are formulated as follows:

1. How is the performance of job training programs at the Department of Manpower of Pematangsiantar City during 2023–2024 when evaluated using the Balanced Scorecard approach?
2. Which Balanced Scorecard perspective contributes most significantly to the success of the training programs?
3. What supporting and inhibiting factors influence the implementation of the job training programs based on Balanced Scorecard analysis?

Research Objectives

This study aims to:

1. Evaluate the performance of job training programs at the Department of Manpower of Pematangsiantar City using the four Balanced Scorecard perspectives.
2. Identify the perspective that has the greatest influence on the success of the training programs.
3. Examine supporting and inhibiting factors that affect the implementation of the training programs based on Balanced Scorecard findings.

II. THEORETICAL REVIEW

Definition of Balanced Scorecard

According to Rudiana et al. (2022), the Balanced Scorecard is derived from two combined terms: balance, meaning equilibrium, and scorecard, referring to a structured performance measurement card. Initially, the Balanced Scorecard functioned as a tool to record company performance scores, allowing future performance comparison and evaluation. The term balanced in this context represents the integration of financial and non-financial indicators within short-term and long-term measurement periods.

Lesakova & Dubcova (2016) as well as Tawse & Tabesh (2023), further explain that the Balanced Scorecard can be used as a strategic management tool that integrates financial and non-financial performance indicators to ensure comprehensive performance assessment.

Perspectives in the Balanced Scorecard

1. Financial Perspective

In public sector organizations, including government institutions, the financial perspective does not focus on profit as in private companies. Instead, it aims to evaluate efficiency, effectiveness, and sustainability in the use of public funds. Mahmudi (2022) explains that financial performance is often measured through economic ratios, comparing realized expenditures to the budget allocation:

a. Financial Performance Indicators

In the application of the Balanced Scorecard in the public sector, one of the commonly used indicators is the economic ratio, which measures the alignment between budget allocation and actual expenditure (Ishlah, 2023)

b. Economic Ratio Concept

According to Anita (2024), the economic ratio measures the extent to which budget execution is carried out efficiently without reducing the quality of output. A lower ratio indicates more efficient spending, while ensuring that program objectives are still achieved,

c. Economic Ratio Formula

Ishlah, (2023) states that the economic ratio is essential in assessing public budget performance, especially in service-based programs, and can be calculated using the following formula:

$$\text{Economic Ratio (\%)} = \frac{\text{Realization}}{\text{Budget}} \times 100\%$$

2. Customer Perspective

The customer perspective evaluates how well an organization meets public needs and service expectations. According to Rivai (2021), customer satisfaction is a key indicator of service quality in public institutions. In the context of job training programs, customers are the training participants, particularly job seekers. Indicators include:

1. Participant satisfaction with materials, instructors, teaching methods, and facilities
2. Relevance of training materials to labor market needs

3. Willingness to participate in future training or recommend the program to others.

A high level of customer satisfaction reflects successful service delivery and increases program credibility among the community.

3. Internal Business Process Perspective

Priyanto (2021), emphasizes that the internal process perspective evaluates the effectiveness and efficiency of key operational processes. For job training programs, this includes participant selection, instructor readiness, facility adequacy, and monitoring during the implementation phase. Key indicators:

- a. Timeliness of training execution
- b. Availability and quality of training facilities
- c. Adherence to standard operating procedures (SOP), participant recruitment stages, evaluation processes, and follow-up activities

A well-structured internal process ensures training quality, organizational professionalism, and achievement of program outcomes.

4. Learning and Growth Perspective

The learning and growth perspective highlights an organization's ability to innovate, learn, and develop its human resources. Hasibuan, et al (2022), state that this perspective measures sustainable competency development and organizational adaptability. Indicators include:

- a. Continuous instructor development through workshops, certification, or further education
- b. Availability of advanced training for alumni
- c. Use of digital platforms and technology in training activities
- d. Innovation in program design to meet industry trends.

Organizations with strong learning culture are more responsive to external changes and capable of maintaining service quality over time.

III. METHODOLOGY

Research Type

This study employs a descriptive qualitative research method to explore and describe the performance of job training programs comprehensively. The qualitative approach was selected to obtain in-depth information, allowing the researcher to describe, explore, and present detailed perspectives related to the use of the Balanced Scorecard as a performance evaluation tool at the Department of Manpower of Pematangsiantar City.

Data Sources

Data were collected from primary and secondary sources.

- a. Primary data were obtained through budget realization documents, interviews with the Head of the P3TK Division, direct observations during training activities, and questionnaires administered to 139 training participants.
- b. Secondary data consisted of activity reports and supporting documents provided by the department.

Data Collection Techniques

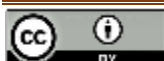
1. Questionnaire

According to Aisyah, Shyntia, & Wardani (2022), a questionnaire is a set of written questions designed to collect respondents' opinions on a particular topic. In this study, Google Forms was used to gather data related to participant satisfaction with the services provided by the Department of Manpower. The questionnaire aimed to obtain relevant information about challenges and issues associated with the training programs.

2. Interview

Based on Rahman (2020), interviews are conducted to exchange information and ideas through direct question-and-answer interactions. Interviews were carried out with program administrators to obtain deeper insights into the implementation, achievements, and challenges of the job training programs.

3. Documentation



Documentation was used to collect supporting data such as financial reports, activity reports, participant attendance, and other administrative records relevant to the research.

4. Observation

Observation is a technique in which researchers directly examine real conditions in the field to obtain a holistic understanding of the research environment (Romdona & Junista, 2025). Structured observations were conducted to examine training activities, locations, facilities, and participant behavior throughout the program.

Operational Definition of Balanced Scorecard Variables

Operational definitions were formulated to provide clear boundaries for the variables analyzed in this study. The Balanced Scorecard includes four perspectives: financial, customer, internal business process, and learning and growth.

Table 1. Operational Definitions of the Four Balanced Scorecard Perspectives

No	Perspective	Operational Definition	Indicators
1	Financial	Measures efficiency and economic use of financial resources (Halim, 2022; Mulyadi, 2021)	Economic ratio, budget absorption, cost efficiency
2	Customer	Measures participant satisfaction with services received (Rivai, 2021)	Participant satisfaction, training relevance, completion rate
3	Internal Business Process	Measures quality and effectiveness of training implementation (Priyanto, 2021)	Timeliness, facilities, implementation procedures
4	Learning & Growth Sutrisno (2022)	Measures organizational ability to improve human resources and innovation (Sutrisno, 2022)	Instructor development, advanced training, technology adoption

Data Analysis Technique

Data were analyzed using descriptive analysis to interpret observations, documentation, and interview results. According to Sugiyono (2022:226), the analysis proceeds through three iterative stages: data reduction, data display, and conclusion drawing/verification. Within each perspective, specific analytical lenses and indicators are employed as detailed below.

1. Financial Perspective

Purpose. To assess the efficiency of budget use in implementing job-training programs in a public-sector setting that emphasizes prudence and goal attainment rather than profit maximization (Mardiasmo, 2021). Indicator and Formula. The primary indicator is the Economic Ratio, comparing realized expenditure to the approved budget allocation:

$$\text{Economic Ratio (\%)} = (\text{Realization} / \text{Budget}) \times 100\%$$

Lower values below 100% indicate more economical spending; values above 100% indicate overspending. Interpretation must remain outcome-aware (i.e., under-spending that suppresses outputs is not inherently “better”).

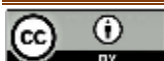
Interpretive Categories. Adapted from Permendagri No. 79/2018 and Putri H et al. (2023) :

Table 2. Categories of Economic Ratio Assessment

Economic Ratio	Category
< 90%	Highly Economical
91% - 95%	Economical
96% - 100%	Fairly Economical
>100%	Not Economical (overspending)

Source: Regulation No. 79 of 2018 and Putri et al. (2023)

These thresholds guide the efficiency judgment of each training type and the total portfolio. Analytical Steps:



- a. Compute the ratio per training type and in aggregate.
- b. Classify each result using the table above.
- c. Contextualize anomalies (very low realization may indicate incomplete delivery, weak uptake, or over-budgeting).
- d. Synthesize a narrative of year-to-year efficiency (e.g., 2023 vs. 2024) with attention to proportional spending and realized outputs

2. Customer Perspective

Purpose. To evaluate how well services meet participant needs and expectations, reflecting service quality in a public institution. Customers are training participants (primarily job seekers). Core Indicators (Rivai, 2021) :

1. Customer Satisfaction, perceptions of facilities, instructor quality/readiness, clarity of delivery, and material relevance.
2. Customer Loyalty, willingness to re-enroll or continue using services.
3. Customer Acquisition, ability to attract new participants; information channels and recommendation intent.

Table 3. Customer Satisfaction Indicators

Indicator	Explanation	Question
Customer Satisfaction	Degree to which service/product expectations meets	How satisfied are you with the services provided?
Customer Loyalty	Likelihood of returning/continuing	Would you be willing to participate again in the future?
Customer Acquisition	Attracting and informing new users	Where did you first learn about this program? Would you recommend it?

Source: Rivai (2021)

3. Internal Business Process Perspective

Purpose. To examine the effectiveness and professionalism of core processes underpinning training delivery. Key Process Indicators.

1. Timeliness of execution against plan/schedule.
2. Facility readiness and adequacy (classrooms, practice equipment, teaching media).
3. Procedural compliance with SOP: planning, outreach and recruitment, participant screening/verification, daily monitoring, evaluation, and follow-up

4. Learning and Growth Perspective

Purpose. To assess the organization's capacity to develop human resources and innovate for sustained quality. Indicators :

1. Instructor development: training, certification, advanced education.
2. Continuing development for alumni: follow-on modules/upskilling opportunities.
3. Technology adoption: e-learning platforms, training management systems, digital content.
4. Program innovation: new curricula aligned to evolving labor-market needs.

IV. RESULTS AND DISCUSSION

RESULTS

Based on interviews, questionnaires, observations, and documentation, the four Balanced Scorecard perspectives provide a comprehensive overview of the performance of job training programs managed by the Department of Manpower of Pematangsiantar City during 2023–2024. The evaluation covers financial efficiency, participant satisfaction, internal implementation quality, and learning and growth outcomes.

Financial Perspective

The financial perspective was evaluated using the Economic Ratio, comparing budget realization to the allocated budget. A lower ratio (below 100%) indicates economical spending, while

a ratio above 100% indicates overspending. However, a very low realization may also reflect incomplete activities, low participation, or poor planning.

Table 4. Comparison of Budget Allocation and Budget Realization in 2023

No	Training Type	Budget (Rp)	Realization (Rp)	Economic Ratio (%)	Category
1	Embroidery	Rp 226.408.550	Rp 113.305.200	5,00%	Highly Economical
2	Graphic Design	Rp 33.865.400	Rp 4.270.000	12,60%	Highly Economical
3	Automotive	Rp 138.610.650	Rp 60.797.800	43,86%	Highly Economical
4	Weaving	Rp 51.115.400	Rp 50.740.400	99,26%	Fairly Economical
	Total	Rp 450.000.000	Rp 229.113.400		

Total Economic Ratio 2023:

$$\text{Total Economic Ratio 2023: } \frac{\text{Rp}229.113.400}{\text{Rp}450.000.000} \times 100\% = 50,91\%$$

These results show that 2023 training programs were categorized as highly economical. However, the very low realization in several programs suggests that activities were not optimally delivered, which may affect training outputs. Underutilization of funds can indicate low absorption due to lack of participants, incomplete sessions, or overestimated budgeting.

Furthermore, based on the 2024 budget realization data for training programs from the Department of Manpower of Pematangsiantar City, the calculated economic ratio for each training program is presented as follows:

Table 5. Comparison of Budget Allocation and Budget Realization in 2024

No	Training Type	Budget (Rp)	Realization (Rp)	Economic Ratio (%)	Category
1	Embroidery	Rp 72.630.000	Rp70.130.000	96,56%	Fairly Economical
2	Barbershop	Rp 40.000.000	Rp 40.000.000	100,00%	Fairly Economical
3	Massage/Spa	Rp 72.800.000	Rp 72.000.000	98,90%	Fairly Economical
4	Weaving	Rp 72.800.000	Rp 70.800.000	97,25%	Fairly Economical
5	Automotive	Rp 71.275.305	Rp 69.000.000	96,81%	Fairly Economical
6	Sewing	Rp 67.800.000	Rp 65.572.500	96,71%	Economical
7	Salon	Rp 72.800.000	Rp 65.238.875	89,60%	Highly Economical
8	Graphic Design	Rp 67.800.000	Rp 64.513.062	95,15%	Economical

$$\text{Total Economic Ratio 2024: } \frac{\text{Rp}521.461.500}{\text{Rp}537.902.305} \times 100\% = 96,94\%$$

In contrast to 2023, the 2024 realization shows optimal and proportional budget absorption. Nearly all training programs were implemented according to plan with no overspending. Barbershop training reached exactly 100%, indicating precise budgeting and execution.

Comparative Interpretation (2023 vs. 2024)

While 2023 appears “highly economical” numerically, it indicates underperformance, not efficiency. In contrast, 2024 shows healthy efficiency—budgets were used effectively, activities took place as planned, and outputs were produced. Budget management in 2024 was significantly better, reflecting realistic planning, effective absorption, and output-oriented execution.

2. Customer Perspective

This perspective evaluates participant satisfaction toward training services. Out of 195 targeted respondents, 139 valid responses were collected. Some phone numbers were duplicated, inactive, or respondents declined participation, but the valid sample remains representative.

Table 6 Assessment of Training Participants’ Satisfaction Toward Training Services

No	Penilaian	STS (1)	TS (2)	N (3)	S (4)	SS (5)
1	Training facilities support learning			24	84	31
2	Instructor delivers material clearly.				58	80

No	Penilaian	STS (1)	TS (2)	N (3)	S (4)	SS (5)
3	Instructor assists when participants face difficulty			1	52	86
4	Instructor provides confidence and motivation			17	63	59
5	Instructor understands participant needs			3	61	75
6	Participant satisfaction and willingness to join again				42	97
7	Training materials match employment needs			2	65	72

Source: Author (2025)

Based on the results of the participant satisfaction table, it can be concluded that, in general, participants responded very positively to the implementation of the training programs organized by the Department of Manpower of Pematangsiantar City. Most participants felt that the available facilities sufficiently supported the learning process, and the training materials provided were relevant and aligned with the needs of the labor market. The instructors involved in the training were considered capable of delivering material clearly and understandably, and they were consistently willing to assist participants experiencing difficulties. In addition, the instructors were perceived as able to provide motivation and build participants' confidence during the training, while also demonstrating an understanding of participants' needs and conditions.

The high level of satisfaction was also reflected in the willingness of most participants to join future training programs. This indicates that the services provided during the training met participants' expectations. Although the initial target was 195 respondents, several technical obstacles occurred during data collection, as previously explained, resulting in a final total of 139 valid responses. These obstacles serve as an important note in the data collection process; however, they do not diminish the validity of the results obtained. Overall, from this perspective, the training programs have shown positive impact and are considered feasible to continue and further develop in the future.

3. Internal Business Process Perspective

The researcher found that the Department of Manpower of Pematangsiantar City initiated each training program by preparing the required administrative documents, including a mayoral decree that specified the type of training, participant quotas, and selection criteria. This indicates that the planning process was conducted in a formal and structured manner.

Participant recruitment was carried out in collaboration with sub-district and village governments, as well as through information dissemination on social media. Although the distribution of information was relatively extensive, several challenges still emerged, particularly related to the completeness of participant documentation. Many applicants submitted data that did not meet the requirements, resulting in the need for additional verification at the department level. To address this, the department implemented supplementary screening and internal verification procedures.

One of the main strengths of the internal process was the active coordination with private training institutions (LPK). The department conducted surveys to ensure that each institution possessed adequate capacity, including qualified instructors, proper facilities, and readiness to conduct training. Instructors were also required to submit certificates and proof of experience before being selected as training partners.

In addition, daily monitoring was conducted as a form of quality control throughout the training implementation. Monitoring activities were not limited to participants but also included instructors and the overall execution of training modules. This daily supervision serves as a key strength of the department's internal business processes, ensuring consistent quality in program delivery. Therefore, it can be concluded that the internal processes in implementing the training were carried out systematically and professionally. Although several administrative challenges were encountered, they were resolved through strict verification and selection procedures. The daily monitoring system further demonstrates the organization's commitment to maintaining high-quality public services in the employment sector

4. Learning and Growth Perspective

The Department of Manpower of Pematangsiantar City demonstrated considerable effort in promoting learning and growth. One concrete example of this commitment was the provision of training support materials, such as bags, stationery, and uniforms for participants. Although simple, these provisions symbolized that participants were valued as part of the learning system and served as a motivational factor for them to participate more seriously in the training.

Furthermore, the interview-based participant selection process was not solely focused on administrative verification but also aimed at identifying participants' interests and potential. This shows that the department recognized the importance of aligning participants' characteristics with the type of training they received. Such alignment is believed to improve training outcomes and increase the likelihood of producing graduates with entrepreneurial skills.

In terms of organizational development, the department implemented daily monitoring as an instrument for continuous learning. Through real-time monitoring, the department was able to evaluate training methods, participant responses, and instructor performance immediately. This enabled improvements to be made without waiting for final reports. The existence of this system reflects the department's commitment to continuous improvement.

Partnerships established with training institutions, sub-districts, and village governments further demonstrate that the department did not work in isolation but built a wider learning network. These collaborations provide opportunities to share knowledge, experience, and best practices that can be continuously developed to enhance training quality.

Based on information obtained from key informants, the training programs have shown positive results, as reflected in the decrease in unemployment rates in Pematangsiantar City in 2024 compared to the previous year. This indicates that the training did not merely provide technical knowledge, but also had a tangible impact on the socio-economic conditions of the participants.

Discussion

Financial Perspective

Evaluation based on the economic ratio shows that budget management for job training programs in 2024 was more efficient than in 2023. The 2024 implementation reflects optimal and proportional use of the allocated budget, indicating that training activities were carried out according to plan. In contrast, although the 2023 budget realization appeared lower and more economical in numerical terms, it actually reflects suboptimal program delivery and limited absorption of funds. Therefore, efficiency cannot be interpreted solely based on minimal spending, but rather on appropriate budget utilization that supports program outcome.

Customer Perspective

Based on the questionnaire results, training participants gave highly positive responses to the programs conducted by the Department of Manpower of Pematangsiantar City. Facilities, training materials, and instructor quality were rated positively and were considered relevant to participants' needs. High satisfaction was also demonstrated through participants' willingness to attend future training programs. Although there were limitations in data collection due to technical constraints, the number of valid responses remained representative and did not affect the validity of the findings.

These results are consistent with the study by Anindya Nafisah (2022), which also found that participant satisfaction in training programs in Sleman was categorized as high. However, unlike the findings of Nurul Faradillah et al. (2023), who reported dissatisfaction caused by limited training facilities, participants in this study assessed the available facilities as adequate. This comparison confirms that the job training programs in Pematangsiantar have been successfully implemented from the customer perspective.

Internal Business Process Perspective

The internal business processes of the job training programs were carried out systematically and professionally, starting from planning, participant selection, collaboration with training institutions, to daily monitoring. Although administrative challenges arose during participant selection,

these obstacles were addressed through strict verification procedures. The daily monitoring conducted by the department reflects a strong commitment to maintaining the quality of training and public service delivery.

This finding is in line with Fitriani (2021), who emphasizes the importance of rigorous selection and continuous monitoring to enhance training effectiveness. However, this research shows that administrative constraints can be minimized through procedural improvements, whereas previous studies indicated that administrative difficulties remained a major challenge. This perspective reinforces the fact that the Department of Manpower of Pematangsiantar City has continuously improved its internal processes.

Learning and Growth Perspective

The Department of Manpower has also demonstrated commitment to creating a positive learning environment by providing training support facilities, implementing interest-based selection, conducting daily monitoring, and establishing partnerships with external institutions. These efforts have strengthened the quality of training delivery and contributed to participants' long-term development. The positive impact of these efforts can be seen from the decrease in unemployment rates in Pematangsiantar City in 2024 compared to the previous year, indicating that the training provided not only technical skills but also produced real socio-economic benefits.

Supporting and Inhibiting Factors

Supporting factors identified in the implementation of the training programs include competent instructors, adequate facilities, consistent daily monitoring, and strong synergy between the department, training institutions, and local government. Inhibiting factors include administrative obstacles during participant verification, limited respondent numbers during satisfaction data collection, and uneven distribution of training information in several areas. Despite these challenges, the department has taken corrective steps through improved procedures and continuous coordination.

Program Improvement Recommendations

Based on the overall results, the internal business process perspective contributed the most to the success of the training programs. Structured planning, strict selection procedures, solid collaboration with training institutions, and continuous daily monitoring played a crucial role in maintaining training quality. These systematic processes allowed the programs to run efficiently and produce tangible results for participants.

However, improvements are still needed, particularly in enhancing transparency of financial data, updating training tools and methods with modern technology, and providing comfortable and safe training facilities to maintain participant motivation. Although internal processes are already aligned with existing SOPs, the department should continue to adapt to technological advancements and contemporary teaching methods. Participants should also be directed according to their interests and abilities to help them develop their potential and secure suitable employment. Moreover, the department is encouraged to strengthen community outreach and raise awareness about the importance of training, using more engaging and attractive approaches to reach job seekers more effectively. These efforts are expected to enhance program effectiveness and ensure sustainable impact.

V. CONCLUSION AND RECOMMENDATIONS

Conclusion

Based on the results of the study evaluating the performance of job training programs at the Department of Manpower of Pematangsiantar City in 2023–2024 using the Balanced Scorecard approach, several conclusions can be drawn:

1. The financial perspective shows that budget management for training programs in 2024 was more efficient than in 2023. The budget realization in 2024 was close to 100% of the allocated amount, reflecting more accurate budgeting and optimal program implementation.
2. The customer perspective indicates a high level of participant satisfaction with the quality of facilities, instructors, and the relevance of the training materials. Most participants stated that they

were willing to take part in future training programs, suggesting that the training provides real benefits for its participants.

3. The internal business process perspective shows that the training was carried out systematically, starting from the planning stage, participant selection, scheduling, and daily monitoring. Administrative obstacles, such as incomplete participant documents, were resolved through repeated verification.
4. The learning and growth perspective reflects a strong commitment to developing participant competencies and improving the quality of program organizers. Collaboration with training institutions, the provision of supporting facilities, and daily monitoring demonstrate continuous improvement efforts.

Recommendations

Based on the results and discussion of the Balanced Scorecard-based evaluation of job training program performance, the following recommendations are proposed:

1. For the Department of Manpower of Pematangsiantar City

The department is expected to continue improving efficiency and effectiveness in implementing training programs, particularly in planning and socialization to the public. Strengthening the participant recruitment system is necessary to ensure that trainees are selected more accurately and appropriately. Administrative management should be improved to avoid technical obstacles that disrupt program execution. The existing daily monitoring and evaluation system should be maintained and enhanced to ensure consistent training quality. Additionally, expanding collaboration with training institutions and industry sectors is recommended to align training materials with current labor market demands.

2. For the Researcher

The researcher acknowledges that this study has limitations, such as the number of respondents that did not reach the initial target. Future studies are expected to use a larger sample size and more varied methods, such as direct observation or longitudinal studies, to obtain more comprehensive results. Researchers are also encouraged to explore other aspects of public sector organizational performance to provide broader contributions to public policy and government management research.

3. For Other Institutions or Future Researchers

This research may serve as a reference for other government institutions in conducting performance evaluations of training programs using the Balanced Scorecard approach. Institutions with similar programs can adopt this framework to measure program success from multiple structured perspectives. Future researchers may expand this topic by adding post-training success indicators or examining long-term impacts on participant welfare.

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