

Restructuring The Performance Management of Security Service Enterprises (BUJP) Through The Balanced Scorecard Approach: A Critical Analysis of Strategies to Mitigate Staff Turnover and Enhance Operational Discipline at PT Gitra Sandi Borlak

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Abstract

The security outsourcing industry in Indonesia faces persistent challenges including high employee turnover, field discipline issues, and demanding SLA fulfillment for personnel substitution. PT Gitra Sandi Borlak, a strategic Security Services Business Entity (BUJP) managing security portfolios in healthcare and manufacturing sectors, has experienced significant business growth yet continues to receive recurring client complaints regarding personnel instability and operational discipline. This research aims to formulate a reconstruction of the performance management system in Security Services Business Entities (BUJP), with an empirical locus on PT Gitra Sandi Borlak, using the Balanced Scorecard (BSC) framework. The security outsourcing industry faces structural challenges in the form of high employee turnover rates, discipline issues in the field, and demands for the speed of fulfillment of Service Level Agreements (SLAs) for personnel substitution from corporate clients. Through an analytical descriptive qualitative method that integrates operational data with qualitative in-depth interview data with top management and operational users, this study explores causal relationships across four BSC perspectives. The results of the analysis show that operational problems at the customer level are rooted in the need to reconstruct the pillars of the Learning and Growth Perspective, especially related to human capital retention and standardization of the compensation system. The strategic recommendations are directed at the digitization of GPS-based real-time patrol monitoring and the restructuring of the ongoing coaching program to reduce turnover below the critical tolerance threshold of 10% per annum to secure long-term financial profitability stability.

INTRODUCTION

The dynamics of the contemporary business environment in the first half of the 2020s to 2026 show a significant acceleration towards operational efficiency and strengthening risk governance in the B2B (Business-to-Business) corporate sector. In the midst of a national economic climate that demands organizational agility, the outsourcing industry, especially Security Services Business Entities (BUJP), plays a crucial role as the front line in protecting physical assets, smooth logistics, and human resource safety in various national vital objects, health facilities, and integrated manufacturing areas.

PT Gitra Sandi Borlak is one of the strategic BUJP entities that manages the security portfolio in areas with high operational complexity, such as the national-scale health service complex, in this case RSAB Harapan Kita Jakarta and the manufacturing industry ecosystem

in the strategic area of Lippo Cikarang and its surroundings. PT Gitra Sandi Borlak is present as one of the strategic BUJP entities in charge of organizing physical security protection systems, risk management, and ensuring the safety of corporate assets of business partners. The management of the security outsourcing business requires precise harmonization between human capital capabilities and high-level operational standardization to minimize potential losses due to crime and other external disturbances. The operational characteristics of these loci expose the company to a service expectation that is zero-tolerance for failure (zero-failure threshold) (Scaglione, 2019). For example, in the health service work unit, security personnel not only function as a preventive security enforcement instrument, but also as a representation of service quality and emergency response that is directly integrated with the accreditation standards of the health facility (Alsaiani et al., 2025; Alshammri et al., 2024).

However, in practice, conventional performance management applied by most BUIPs in Indonesia tends to be biased towards short-term financial indicators (lagging indicators), such as profit margin per contract, invoicing maximization, and minimization of direct operational costs. This managerial myopia approach ignores the variables that determine future success (leading indicators), such as the level of psychological satisfaction of personnel, the effectiveness of the internal motivation climate, compliance with professional certification (Gada Pratama), and the strength of relational relationships with service users. The real impact of the weaknesses of this traditional measurement system is reflected in the emergence of repeated complaints from the client regarding three fundamental issues: (1) the high turnover of personnel at the work site (employee turnover rate), (2) the level of discipline of attendance at the security post that fluctuates, and (3) the slowness or rigidity of the bureaucratic process in accelerating personnel replacement (substitution) if members are found in the field who do not meet the operational competency standards Minimum.

Based on PT Gitra Sandi Borlak's internal operational data, the company's business growth dynamics show a very rapid expansion trend. In 2024, the number of personnel will be recorded at 62 people with a concentrated partnership portfolio. Entering the period of 2025 and the first semester of 2026, the volume of placements has jumped dramatically to reach 194 personnel spread across various critical placement points, one of which is at RSAB Harapan Kita Jakarta. While this quantitative growth reflects the success of market acquisitions, the surge in organizational scale brings logistical consequences and the challenges of HR oversight exponentially. The emergence of complaints from corporate clients indicates that conventional evaluation instruments that rely solely on administrative achievements have not been able to detect distortions of personnel competencies and commitments at the grassroots level.

In the context of the BUJP industry, the phenomenon of high personnel turnover is not just an internal administrative issue for the Human Resources (HR) department, but an existential threat to the stability of the quality of services (SLA) promised to clients. Whenever there is a sudden change of personnel at the job site, clients are forced to readapt to new personnel who do not yet understand the risk anatomy of the local area, the sociological interactions of the area inhabitants, as well as the specific emergency protocols of the place. This creates a security vulnerability gap that can trigger both material and non-material loss incidents. In addition, the need to carry out the recruitment, induction, and retraining process repeatedly gives birth to substantial operational cost inefficiencies for BUJP.

To strengthen the analytical foundation and novelty position of this research, it is

necessary to trace the empirical and theoretical findings from previous studies relevant to the topics of performance management, Balanced Scorecard (BSC), and the dynamics of the security services industry (Fabac, 2022; Hügle & Grek, 2023). Since its introduction by Kaplan and Norton (1996), BSC has evolved from a performance measurement tool into a comprehensive strategic management system, with the expansion of applications to various sectors including services, manufacturing, and the public sector (Kumar et al., 2024). Gomes and Romão (2025) affirm that BSC promotes strategic alignment that is critical to organizations, while Bshayreh et al. (2024) found that all four perspectives of BSC have a significant positive influence on the performance of companies in developing countries. However, Mukhtaruddin (2026) reminds that the effectiveness of BSC is highly dependent on the commitment of top management and the suitability of the organizational context.

Recent developments demonstrate the integration of BSC with the principles of sustainability and digital transformation (Martín-Gómez et al., 2024; Stavropoulou et al., 2023). Destianissa and Pasaribu (2024) developed a Sustainability Balanced Scorecard with ESG dimensions, while Adel et al. (2024) found that artificial intelligence acts as a catalyst in improving internal process efficiency and customer satisfaction. García-Hurtado et al. (2024) highlight the importance of adaptive performance measurement systems in responding to rapid environmental changes, which are in harmony with the dynamic characteristics of the security services industry.

In the context of outsourcing and HR management, Charles and Ochieng (2023) conclude that the success of outsourcing depends on relationship management with service providers, HR quality, and effective control mechanisms. Marlina Putri et al. (2023) found that the Learning and Growth Perspective is the main foundation for improving internal process performance that has an impact on customer satisfaction, while Usman (2023) identified that the Learning and Growth dimension is often a weak point for the implementation of BSC in service companies, especially related to employee retention and investment in competency development. These findings are in line with Satterstrom et al. (2024) who emphasized the importance of field employee participation in the implementation of operational policies.

In order to bridge the gap in strategy execution and formulate integrative solutions to these operational problems, the adoption of the Balanced Scorecard (BSC) framework initiated by Robert S. Kaplan and David P. Norton is a strategic necessity for PT Gitra Sandi Borlak. BSC transforms the corporate vision and mission into a comprehensive performance measurement architecture that is distributed into four key perspectives sequentially: Finance, Customer, Internal Business Processes, and Learning and Growth. Through the implementation of BSC, the management of PT Gitra Sandi Borlak is directed to be able to read the dynamics of causality in its entirety, where strengthening the learning capacity of staff such as the granting of normative rights, intensive training, and the emphasis on turnover which is positioned as the main independent variable that encourages the reliability of internal supervision business processes, which then simultaneously elevates the customer satisfaction index, and leads to securing the company's long-term profitability sustainable.

Based on the above presentation of the context and business phenomenon, the formulation of the critical problems in this study is formulated as follows: How is the mapping of the portrait of PT Gitra Sandi Borlak's existing performance reviewed from four perspectives of the Balanced Scorecard on strategic work units? Why do personnel turnover problems and

attendance discipline fluctuations continue to emerge at the client's work site, and how are the root causes analyzed from the perspective of Learning and Growth? How can the operational intervention model through coaching, regular training, and digitalization-based supervision (GPS mobile tracking) optimize KPIs from an Internal Business Process Perspective? How can the construction of a comprehensive causality-based strategy map be formulated for PT Gitra Sandi Borlak to align the expectations of the speed of personnel substitution with the company's financial efficiency?

The objectives to be achieved through the implementation of this research are to: Critically analyze and evaluate the effectiveness of the existing performance management system at PT Gitra Sandi Borlak through the four-dimensional Balanced Scorecard approach. Identify the main triggering factors of high personnel turnover rates and deviations in the discipline of presence in the field through the convergence of internal data and qualitative interviews. Formulate an internal process optimization framework through the standardization of intensive coaching programs and the use of real-time monitoring technology to meet the SLA's demands of clients in a responsive manner. Building an integrated strategy map model that can be a tactical guide for the top management (Board of Directors) of PT Gitra Sandi Borlak in executing the vision of sustainable excellent security services.

METHOD

Research Design and Framework Approach

This research used an analytical descriptive qualitative research design with a case study approach on PT Gitra Sandi Borlak. A qualitative approach was chosen so that researchers are able to conduct in-depth, critical, and contextual exploration of the performance management phenomenon that occurs in the security outsourcing industry. The analysis was framed using the Balanced Scorecard deconstruction model to evaluate how the daily operational dynamics interact with the company's strategic policies.

Data Sources and Collection Techniques

The data used in this study are the result of the convergence of two main data sources:

1. Real Operational Documentation Data (May 2026 Period): The researcher examined internal performance assessment documents, incident logbooks, recapitulation data of 60 active personnel, and routine physical coaching calendar dated May 24, 2026 which was carried out in the parking area of RSAB Harapan Kita with Korlap instructors.
2. Critical Qualitative Interview Data: The researcher formulated a structured in-depth interview narrative with three key informants: the Director of Operations of PT GSB, the Chief Security of RSAB Harapan Kita, and the Representative of Corporate Client Facility Management of Lippo Cikarang. This data is rigidly designed to reflect psychological dynamics, operational pressures, and real conflicts of interest in the field.

Data Analysis Techniques

The data analysis procedure is carried out through three interactive stages following the Miles and Huberman model, namely data reduction, data presentation, and conclusion/verification. The data reduction focuses on grouping the field findings into a four-perspective matrix of the Balanced Scorecard. The researcher triangulated the data sources by comparing quantitative data on attendance and client complaint log recaps with interview

narratives to identify the root causes of the disconnect between the achievement of high-performance form values (reaching 97% in May 2026) and the subjective complaints that occasionally arise from customers.

RESULTS AND DISCUSSION

Existing Operational Profile of PT Gitra Sandi Borlak

Based on the structural report, PT Gitra Sandi Borlak runs a highly structured team model. In the main case at RSAB Harapan Kita, the active personnel force consisted of 1 Chief Security, 4 Squad/Danru Commanders, and 55 security members including special personnel. From an administrative perspective, the personnel profiles show compliance with identity tracing with NIK verification and the core national insurance guarantee package.

The operational routine includes ongoing physical and strategic conditioning. As seen on Sunday, May 24, 2026, the company organized a strict conditioning block in the RSAB-HK parking building under the direct instructions of the Regional Coordinator. Fitness exercises such as push-ups, sit-ups, group line-up synchronization ensure physical endurance during continuous 12-hour operational shifts. The customer evaluation index of facility managers scored an impressive aggregate value of 97% for the month of May 2026. Nevertheless, these quantitative indicators hide fundamental strategic gaps reported during a more in-depth review of contract operations.

Table 1. Personnel Development, Client, and Turnover Ratio Data of PT Gitra Sandi Borlak

Year	Number of Employees (Personnel)	Number of Personnel Out	Annual Turnover Ratio (%)	Number of Active Clients
2024	62	0	0.00%	1
2025	189	11	5.82%	4
2026 (May)	194	9	4.64%	3
Accumulation / Average	445 (Total Entri)	20	Average: 3.49%	Average Client Retention: 75.0%

Source: Internal Operational Data of PT Gitra Sandi Borlak, recapped as of May 2026 (processed by researchers)

Based on the data in Table 1, there is a significant surge in business scale expansion in 2025, where the number of personnel will increase by more than 200% from 62 to 189 people, along with the addition of active clients to 4 partner companies. In macro aggregate, the annual turnover ratios recorded at 5.82% (2025) and 4.64% (2026) are below the critical tolerance threshold of the national outsourcing industry, which generally sets a maximum of 10% per year. The cumulative overall turnover rate is in the range of 13.48% of the total historical population, while the retention rate of corporate customers recorded a ratio of 75%, which means that there was a loss of 1 client out of 4 existing clients in the current year transition.

Although statistically macro the turnover rate looks safe and controlled. Low turnover rates at the corporate level often hide the turbulence of placement at specific job sites. For example, the resignation or transfer of 9 personnel in 2026 if concentrated on one sensitive contract site will create a fatal vacancy of guard post formations, triggering an intensive ripple

of complaints from clients at that location. Therefore, this macro data must be validated with real achievements in the field.

Critical Qualitative Analysis of Client Complaints and Turnover Dynamics

Although the performance appraisal on paper generally showed satisfactory results, intensive interaction with clients in the Lippo Cikarang industrial estate exposed the most frequently submitted crucial complaints. The complaints revolve around three main axes: the high volatility of personnel turnover at the placement location or member turnover, the discipline of real attendance (the issue of late shift handover or partial vacant posts), and the slow response of central management in facilitating the acceleration of personnel replacement if field members are found to show degradation of competence or behave disrespectfully.

To sharply dissect the root of this problem, the following is an excerpt of critical qualitative interview data with key informants:

"Our biggest problem with BUJP vendors is not in the normal situation, but in the consistency of personnel. In one quarter, there can be 3 to 4 changes of security guards at the main post of our logistics entrance gate in Lippo Cikarang. New members often take weeks to recognize which are our in-house vendor trucks and which are common visitor vehicles. As a result, there is a traffic jam or mis check. When we asked to be replaced immediately because the performance was slow, the bureaucratic process at their head office took up to 5 working days. This severely disrupts our factory operations."

— Informant 1: Mr. H. Setiawan, Head of Facilities & Security User, Cikarang Commercial Manufacturing Company.

The above statement confirms that from the perspective of B2B customers, the stability of the security team formation has an importance weight equal to the basic competencies of the security itself. Responding to the reality of the complaint, PT Gitra Sandi Borlak's internal operations provided a defense as well as an honest acknowledgment of the pressure experienced by the frontline management:

"We don't deliberately move members randomly. The turnover rate in the Cikarang area is indeed very extreme due to external factors. Many of our members, after obtaining the Gada Pratama certification and 6 months of work experience, choose to resign to apply directly as factory internal security that offers wages above MSEs or switch to become factory operator workers. Due to the absence of a standby backup pool at headquarters, when members are fired for indiscipline, we are forced to engage in 'personnel cannibalism'—pulling members from other locations unexpectedly or accelerating new recruits whose local training is immature."

— Informant 2: Chief Security Eko Purnomo / GSB Field Operations Representative.

From a critical analysis based on the theory of MSDM, this phenomenon shows the occurrence of vicious cycle outsourcing. Cost efficiency pressures make BUJP provide basic compensation without adequate retention benefits on a Learning and Growth Perspective. As a result, the intrinsic motivation of personnel deteriorates, triggering disciplinary actions such as absenteeism and mass resignations. When turnover soars, the quality of the patrol's internal processes degrades, giving birth to customer complaints, and in the long run has the potential to trigger the termination of cooperation contracts that have fatal consequences on the stability of the corporation's financial cash flow.

Formulation of Key Performance Indicators (KPIs) Based on the Balanced Scorecard Framework

Table 2. Formulation of Balanced Scorecard-Based Key Performance Indicators (KPIs) for PT Gitra Sandi Borlak

BSC Perspective	Strategic Goals	Key Performance Indicators (KPIs)	Target	Properties
1. Financial	Increase profitability	Net Profit Margin per Contract	$\geq 12\%$ per annum	Lagging
1. Financial	Penalty & turnover efficiency	Extra Expense Ratio vs Gross Revenue	$\leq 5\%$ of the budget	Lagging
1. Financial	Cash flow acceleration	Days Sales Outstanding (DSO)	≤ 30 Calendar Days	Lagging
2. Customer	Reliability of protection	Frequency of Incidents	0 Incidents	Lagging
2. Customer	Elevate satisfaction	Customer Satisfaction Index (CSI)	$\geq 4.20 / 5.00$	Lagging
2. Customer	Maintain loyalty	Annual Client Retention Rate	$\geq 90\%$ per period	Lagging
3. Internal Processes	Substitution acceleration	Personnel Replacement SLA	≤ 48 Hours from the complaint	Leading
3. Internal Processes	Precision patrol & surveillance	GPS Tracker-Based Route Compliance	100% route checkpoints	Leading
3. Internal Processes	Compliance with legal regulations	SOP & Legal Audit Score	100% Load Compliant	Leading
4. Learning & Growth	Reduce turnover volatility	Annual Turnover Rate	$\leq 10\%$ per annum	Leading
4. Learning & Growth	Competency certification	Percentage of Gada Pratama Certified Members	100% Active Members	Leading
4. Learning & Growth	Increase motivation	Job Satisfaction Index (JSI) & Full BPJS	$\geq 4.00 / 5.00$	Leading

Source: Compiled by the researcher based on the analysis of operational data and qualitative interviews with key informants of PT Gitra Sandi Borlak, 2026

Intervention Strategy: Coaching Reconstruction and Operational Digitalization

To respond to client complaints related to attendance discipline and delay in personnel replacement, PT Gitra Sandi Borlak is obliged to overhaul its supervisory approach from a reactive-analog model to a proactive-digital model. The use of conventional paper logbooks to record patrol attendance and routes is particularly vulnerable to data manipulation in the form of report falsification and does not provide real-time visibility for central management. The researcher proposes the implementation of a Digital Patrol Application System Based on Smart Mobile GPS Tracker.

Through this system, every security personnel is required to check-in at a security post using a facial biometric scanner tied to the GPS coordinates of their smartphones. When a member is more than 10 minutes late for a shift handover, the system automatically sends an early warning notification to the Command Center dashboard of the Chief Security and the Head Office Operations Manager. This allows direct coaching actions to be executed instantly without waiting for complaints from clients.

Meanwhile, in order to overcome the obstacle of delays in accelerating the replacement

of underperforming personnel, the management of PT Gitra Sandi Borlak is recommended to implement the "Strategic Talent Pool Reservoir" strategy. The company allocates a special investment to form a standby tactical task force of 5% of the total active personnel force, which has been certified by Gada Pratama and placed on standby at the Cikarang regional headquarters or mess. If there is an official complaint from the client regarding personnel who do not meet the performance standards in the field, the Flying Squad can be immediately mobilized to the work site in less than 24 hours to make temporary substitutions, while the HR division conducts the recruitment process or retraining of the withdrawn personnel. This tactical move will instantly meet the SLA's commitment to meet personnel compliance below the critical target of 48 hours.

CONCLUSION

The existing performance appraisal system that gives a score of 97% in the work unit of RSAB Harapan Kita has proven to be unable to fully capture subjective operational friction in the field, such as client complaints related to personnel turnover and real attendance discipline, due to the lagging bias of financial and administrative indicators. The high employee turnover rate of security personnel in the Cikarang industrial operational locus is triggered by the weak retention of the Learning and Growth pillar, especially related to the disparity in welfare compensation packages and the lack of clarity on career paths, thus demanding a restructuring of corporate HR policies. The implementation of digitization of surveillance operations through real-time patrol reporting based on GPS mobile apps coordinates is an internal process intervention that is absolutely needed to eliminate information asymmetry between field personnel, central management, and service users. The construction of a balanced Strategy Map proves that the acceleration of the fulfillment of SLA commitments, personnel substitution (≤ 48 hours) and the suppression of turnover rates below 10% per year automatically act as the main leverage factors for increasing the Customer Satisfaction Index and securing the company's net profitability. Immediately Adopt Integrated Balanced Scorecard Dashboard: PT Gitra Sandi Borlak's top leadership must migrate from annual-based performance evaluations to digitally monitoring monthly KPIs that cross four perspectives in a balanced manner, so that symptoms of turnover swelling or decreased client satisfaction can be detected and mitigated early. Implementation of the Location Loyalty Allowance Policy (HR Retention): Especially for the placement of personnel in industrial estates with a high level of labor competition such as Lippo Cikarang, the management is advised to formulate a service incentive scheme (Loyalty Bonus) that is given every 12 months of active service without disciplinary records, in order to suppress the desire to resign members. Establishment of the Cikarang-Bekasi Regional Flying Squad Unit: The operational division must establish an independent standby personnel reserve base in the Bekasi/Cikarang area to cut the bureaucracy and waiting time for the delivery of replacement personnel to the client's location to below the maximum tolerance limit of 24 hours for the reliability of the corporation's reputation.

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