

# Performance Measurement of PT. Pos Indonesia (Persero) Using Value for Money

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## Abstract

This research was conducted at PT. Pos Indonesia (Persero) Probolinggo City. The purpose of this study was to measure the performance of PT. Pos Indonesia (Persero) Probolinggo City using value for money. This research is quantitative descriptive. The method of data collection is with documentation. The population in this study is the budget realization report of PT. Pos Indonesia (Persero) Probolinggo City, and the sample is the 2018 2019 and 2020 budget realization report. The sampling technique used is purposive sampling, with the data analysis method using descriptive statistics. The results in this study indicate that the performance of PT. Pos Indonesia (Persero) City of Probolinggo in terms of economic elements, efficiency and effectiveness have not met the requirements for value for money. This is indicated by the average value of the ratio, efficiency and effectiveness in 2018-2020 obtained results of <100% or have not met the criteria of economy, efficiency and effectiveness.

**Keywords:** Economy, Effectiveness, Efficiency, Performance

## Introduction

The survival of the company is largely determined by the activities it carries out (Harahap, Siregar, & Riza, 2020; Sulistyan, Ermawati, Hidayat, Lukiana, & Kasno, 2019). In a certain period, the level of success of a company's performance is highly dependent on the management that manages the company. One way of evaluation is to consider performance measurement or assessment, from planning to implementation (Sulistyan, 2020). Performance measurement is an important factor in companies, including public sector companies (Indrayani & Khairunnisa, 2018). Performance measurement is needed to assess the accountability of public sector organizations in producing better public services (Dewi & Suartana, 2018; Sulistyan, 2017).

Assessing the performance of State-Owned Enterprises (BUMN), a performance concept is needed (Muslih, 2020; Sembiring, Fatihudin, Mochklas, & Holisin, 2020). One of them is to use value for money. Value for money is a concept of managing public sector organizations based on three main elements, namely economy, efficiency and effectiveness (Mardiasmo, 2018). Economics is related to the extent to which companies can minimize the input resources used by avoiding wasteful spending (Lüdeke-Freund, Gold, & Bocken, 2018). Efficiency is the use of the lowest input to achieve a certain output. Effectiveness is the use of the budget to achieve targets or goals of the public interest with correct information. In this case, the information used to measure performance is financial information and non-financial information (Mardiasmo, 2018).

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Several studies have shown that the measurement of economic value, efficiency and effectiveness has been carried out well and has fulfilled the value for money element (Benos, Kalogeras, Wetzels, Ruyter, & Pennings, 2018; Sanjaya & Priyadi, 2019; Wnuczak, 2018). The ratios used to measure performance with the concept of value for money (Mahsun, 2019) are as follows:

- a. Economy, to measure the level of savings from the organization's expenses is the level of economy = (realization of expenditures / expenditure budget) x 100%  
The economic criteria are:
  - 1) If the obtained value is less than 100% ( $x < 100\%$ ) it means that it is economical
  - 2) If it is obtained equal to 100% ( $x = 100\%$ ) it means that it is economically balanced
  - 3) If it is obtained more than 100% ( $x > 100\%$ ) it means it is not economical
- b. Efficient, to measure the level of input to the level of its output is the level of efficiency = (actual output/output target) x 100%  
The efficiency criteria are:
  - 1) If the obtained value is less than 100% ( $x < 100\%$ ) it means efficient
  - 2) If the obtained value is equal to 100% ( $x = 100\%$ ) it means that the efficiency is balanced
  - 3) If the obtained value is more than 100% ( $x > 100\%$ ) it means it is not efficient
- c. Effectiveness, measuring the level of output against the revenue targets of the public sector is the level of effectiveness = (realized outcome/outcome target) x 100%  
The effectiveness criteria are:
  - 1) If the obtained value is less than 100% ( $x < 100\%$ ) it means it is not effective
  - 2) If the obtained value is equal to 100% ( $x = 100\%$ ) it means that the effectiveness is balanced
  - 3) If the obtained value is more than 100% ( $x > 100\%$ ) it means that it is effective

Based on the background of the problems described above, the formulation of the problem is whether by using value for money the performance of PT. Pos Indonesia (Persero) City of Probolinggo has met the requirements of economy, efficiency and effectiveness.

## Methods

The type of research used in this study is a quantitative descriptive report. Descriptive quantitative approach emphasizes the numbers so that information from the company can be measured using certain formulas used to measure company performance using the value for money method at PT. Pos Indonesia (Persero) Probolinggo City. In this study, in order to obtain sources of data and information that will later be used as preparation material as well as evaluation material. Sources of data needed are as follows, (1) Primary data, in this study the primary data collected by the researcher is interviews and (2) Secondary data, secondary data is usually in the form of documentation data or report data that is already available, as well as data obtained manually. indirectly, namely through literature study using realization and budget data for 2018-2020, data is also obtained from the internet about company performance using value for money. The population used is the realization and budget reports of PT. Pos Indonesia (Persero) Probolinggo City 2018-2020. While the sample used in this study is the budget realization report for 2018, 2019, and 2020. The sample was selected in 2018, 2019 and 2020, because researchers have limitations in accessing financial data. Methods of data collection using interviews and documentation. The technique used is descriptive statistics. Descriptive statistics (Sugiyono, 2016) are statistics used to analyze data by describing the data that has been collected as it is.

## Results and Discussion

**Table 1. Budget and Revenue Realization in 2018PT. Pos Indonesia (Persero) Probolinggo City**

Income Type	Budget (Rp)	Realization (Rp)
Business Income	7.875.651.615	7.550.000.000
Other Operating Income	128.073.713	105.000.000
Amount	8.003.725.328	7.655.000.000

Source: PT. Pos Indonesia (Persero) Probolinggo City, 2021

**Table 2. Budget and Revenue Realization of PT. Pos Indonesia (Persero) Probolinggo City in 2019**

Income Type	Budget (Rp)	Realization (Rp)
Business Income	9.000.000.000	8.196.269.896
Other Operating Income	200.000.000	127.114.818
Amount	9.200.000.000	8.323.384.714

Source: PT. Pos Indonesia (Persero) Probolinggo City, 2021

**Table 3. Budget and Revenue Realization of PT. Pos Indonesia (Persero) Probolinggo City in 2020**

Income Type	Budget (Rp)	Realization (Rp)
Business Income	9.200.000.000	7.860.983.207
Other Operating Income	220.000.000	177.797.576
Amount	9.420.000.000	8.038.780.783

Source: PT. Pos Indonesia (Persero) Probolinggo City, 2021

**Table 4. Budget and Realized Expenditures of PT. Pos Indonesia (Persero) Probolinggo City 2018-2020**

Year	Budget (Rp)	Realization (Rp)
2018	6.697.448.270	6.320.000.000
2019	7.252.339.334	6.580.000.000
2020	6.728.596.389	6.685.000.000

Source: PT. Pos Indonesia (Persero) Probolinggo City, 2021

Value for money is the core of measuring organizational performance (Mardiasmo, 2018). Performance is not only assessed from the output produced, but also considers the input, output and outcome together. The performance of an organization is considered good, if the organization concerned is able to carry out the tasks in order to achieve the goals that have been set. To assess the performance of PT Pos Indonesia (Persero) Probolinggo City using the concept of value for money are as follows:

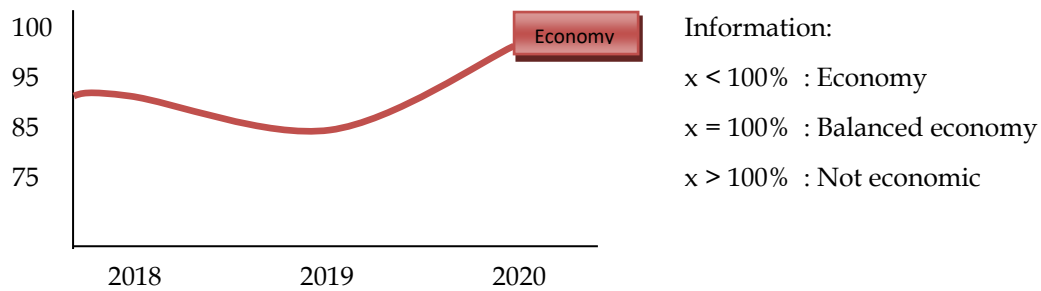
a. Economic Measurement

The calculation results are shown in the following table:

**Table 5. Economic Level of PT. Pos Indonesia (Persero) Probolinggo City 2018-2020**

Tahun	Rasio Ekonomi		Penghematan (Rp)	Penghematan (%)	Tingkat Ekonomi (%)	Kriteria	Ket.
	Anggaran Pengeluaran (Rp)	Realisasi Pengeluaran (Rp)					
2018	6.697.448.270	6.320.000.000	377.448.270	5,63%	94,36%	x < 100% = ekonomi x = 100% = ekonomi berimbang x > 100% = tidak ekonomi	Ekonomi
2019	7.252.339.334	6.580.000.000	672.339.334	9,27%	90,72%	x < 100% = ekonomi x = 100% = ekonomi berimbang x > 100% = tidak ekonomi	Ekonomi
2020	6.728.596.389	6.685.000.000	43.596.389	0,64%	99,35%	x < 100% = ekonomi x = 100% = ekonomi berimbang x > 100% = tidak ekonomi	Ekonomi

Source: Processed data (2021)



**Figure 1: Economic Level Graph**

Source: Processed data (2021)

Based on the results of the data analysis above, the measurement of the economic ratio of PT. Pos Indonesia (Persero) Probolinggo City has met the economic requirements, where the total budget provided annually is not used up in fulfilling all work programs each year. This shows that the implementation of PT. Pos Indonesia (Persero) Probolinggo City in 2018-2020 can be said to be economic in the use of the operational budget (Operational Budget).

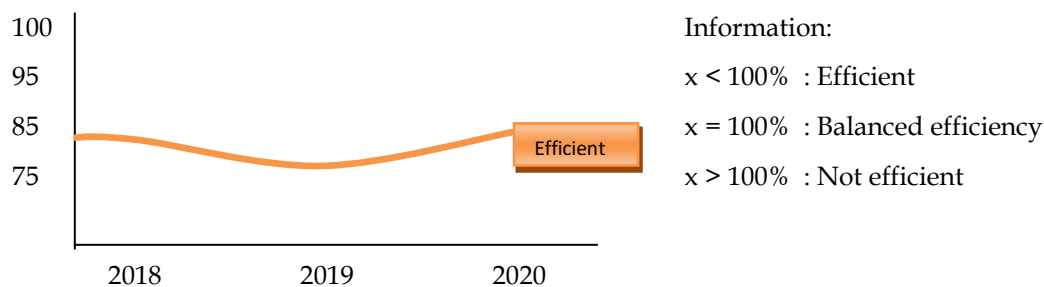
b. Efficiency Measurement

The calculation results are shown in the following table:

**Table 6. Efficiency Level of PT. Pos Indonesia (Persero) Probolinggo City 2018-2020**

Tahun	Rasio Efisiensi		Penghematan (Rp)	Penghematan (%)	Tingkat Efisiensi (%)	Kriteria	Ket.
	Realisasi Pengeluaran (Rp)	Realisasi Pendapatan (Rp)					
2018	6.320.000.000	7.655.000.000	1.335.000.000	7,65%	82,5%	x < 100% = efisien x = 100% = efisien berimbang x > 100% = tidak efisien	Efisien
2019	6.580.000.000	8.323.384.714	1.743.384.714	8,32%	79,05%	x < 100% = efisien x = 100% = efisien berimbang x > 100% = tidak efisien	Efisien
2020	6.685.000.000	8.038.780.783	1.353.780.783	8,03%	83,15%	x < 100% = efisien x = 100% = efisien berimbang x > 100% = tidak efisien	Efisien

Source: Processed data (2021)



**Figure 2: Graph of Efficiency Level**

Source: Processed data (2021)

Efficiency measurement aims to determine the performance of PT. Pos Indonesia (Persero) Probolinggo City in using available resources (inputs) to produce outputs in the form of services at PT. Pos Indonesia (Persero) Probolinggo City. Based on the calculations, it can be seen that in 2018 and

2019 PT. Pos Indonesia (Persero) Probolinggo City is more efficient than 2020. This is because PT. Pos Indonesia (Persero) Probolinggo City has been able to minimize the use of its operational budget (Operational Budget) in carrying out work programs that exist in the services in it.

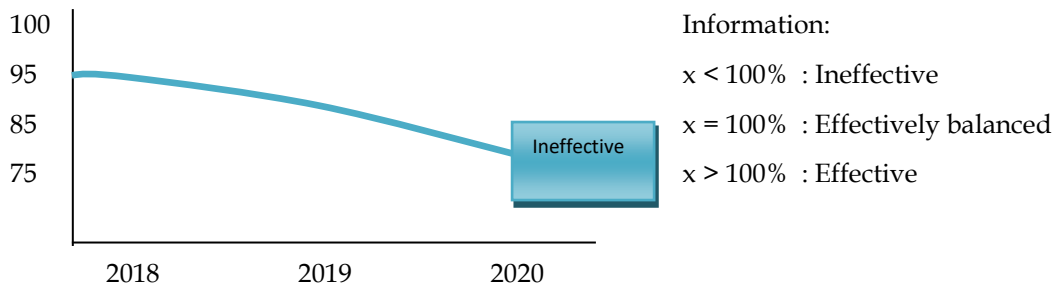
c. Effectiveness Measurement

The calculation results are shown in the following table:

**Table 7. Effectiveness Level of PT. Pos Indonesia (Persero) Probolinggo City 2018-2020**

Tahun	Rasio Efektivitas		Tingkat Efektivitas (%)	Kriteria	Ket.
	Realisasi Pendapatan (Rp)	Anggaran Pendapatan (Rp)			
2018	7.655.000.000	8.003.725.328	95,64%	x < 100% = tidak efektif x = 100% = efektif berimbang x > 100% = efektif	Tidak Efektif
2019	8.323.384.714	9.200.000.000	90,47%	x < 100% = tidak efektif x = 100% = efektif berimbang x > 100% = efektif	Tidak Efektif
2020	8.038.780.783	9.420.000.000	85,33%	x < 100% = tidak efektif x = 100% = efektif berimbang x > 100% = efektif	Tidak Efektif

Source: Processed data (2021)



**Figure 3: Graph of Effectiveness Level**

Source: Processed data (2021)

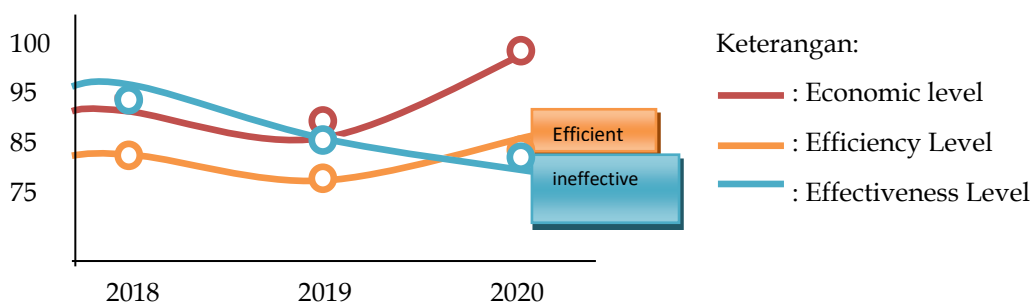
The level of effectiveness at PT. Pos Indonesia (Persero) Probolinggo City in 2018, 2019 and 2020 can be said to have not been effective, because it has a percentage below 100%. Overall things that cause less effective activities at PT. Pos Indonesia (Persero) Probolinggo City due to several things such as lack of planning in making a budget, less downsizing and optimizing the number of existing workers.

Based on the discussion on economic measurement, efficiency and effectiveness at PT. Pos Indonesia (Persero) Probolinggo City in 2018-2020, the overall ratio table can be made as follows:

**Table 8. Recapitulation of Economic Ratios, Efficiency, and Effectiveness of PT. Pos Indonesia (Persero) Probolinggo City 2018-2020**

Tahun	Rasio Ekonomi			Rasio Efisiensi			Rasio Efektivitas		
	Tingkat Ekonomi	Kriteria	Ket.	Tingkat Efisiensi	Kriteria	Ket.	Tingkat Efektivitas	Kriteria	Ket.
2018	94,36%	$x < 100\%$ = ekonomi $x = 100\%$ = ekonomi berimbang $x > 100\%$ = tidak ekonomi	Ekonomi	82,5%	$x < 100\%$ = efisien $x = 100\%$ = efisien berimbang $x > 100\%$ = tidak efisien	Efisien	95,64%	$x < 100\%$ = tidak efektif $x = 100\%$ = efektif berimbang $x > 100\%$ = efektif	Tidak Efektif
2019	90,72%	$x < 100\%$ = ekonomi $x = 100\%$ = ekonomi berimbang $x > 100\%$ = tidak ekonomi	Ekonomi	79,05%	$x < 100\%$ = efisien $x = 100\%$ = efisien berimbang $x > 100\%$ = tidak efisien	Efisien	90,47%	$x < 100\%$ = tidak efektif $x = 100\%$ = efektif berimbang $x > 100\%$ = efektif	Tidak Efektif
2020	99,35%	$x < 100\%$ = ekonomi $x = 100\%$ = ekonomi berimbang $x > 100\%$ = tidak ekonomi	Ekonomi	83,15%	$x < 100\%$ = efisien $x = 100\%$ = efisien berimbang $x > 100\%$ = tidak efisien	Efisien	85,33%	$x < 100\%$ = tidak efektif $x = 100\%$ = efektif berimbang $x > 100\%$ = efektif	Tidak Efektif

Source: Processed data (2021)



**Figure 4: Recapitulation Graph**

Source: Processed data (2021)

From table 8 and the recapitulation graph above, it is known that the performance measurement of PT. Pos Indonesia (Persero) Probolinggo City in 2018-2020 using value for money can be said to have met the economic and efficiency requirements, but have not met the effectiveness requirements.

## Conclusion

The performance of PT Pos Indonesia (Persero) Probolinggo City can be said to be economic for 2018-2020, because the percentage is below 100%. This shows that the implementation of activities at PT. Pos Indonesia (Persero) Probolinggo City in 2018-2020 has been able to carry out savings. The performance of PT Pos Indonesia (Persero) in Probolinggo City can be said to have been efficient. This is indicated by the percentage below 100% for the years 2018-2020. As for effectiveness, the performance of PT. Pos Indonesia (Persero) Probolinggo City can be said to have not been effective. This is indicated by the percentage of effectiveness below 100%. This is due to several things, such as the lack of planning in making the budget, the lack of streamlining and optimizing the existing workforce. Based on the research results, suggestions that are useful for PT. Pos Indonesia (Persero) Probolinggo City is to conduct a review in terms of downsizing the workforce, optimizing the workforce by adjusting the existing workload, thus enabling the achievement of economic value, efficiency and effectiveness. Meanwhile, further researchers can add samples or use other methods for the same research.

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