

## **CHAPTER FOUR**

### **RESULTS**

The previous chapter explained the methodology of this study. This chapter reports the data collection from the sample size of 160 Agility respondents. The results of the study collected from the questionnaires of 160 respondents can be presented based on the objectives of this study previously clarified in Chapter 1.

After the SPSS Version 16.0 processed all the data collected which was divided into 4 parts:

- 4.1 Respondents' General Information
- 4.2 Respondents' Working Information
- 4.3 BSC Awareness and Understanding
- 4.4 Suggestions

#### **4.1 RESPONDENTS' GENERAL INFORMATION**

Demographic information of the respondents is presented in the form of numbers and percentages in Table 5-8. 59.4% of respondents were female and the rest of 40.6% were male.

The age of most of the respondents were between 21-30 years old (45.0%), while 33.1% were 31-40 years old, 20.6% were 41-50 years old, and 1.2% were over 51 years old as shown in Table 5.

**Table 5. Age of the Respondents (years)**

Age	Frequency	Percent
21-30	72	45.0
31-40	53	33.1
41-50	33	20.6
> 51	2	1.2
Total	160	100.0

49.4% of the respondents graduated with a bachelor's degree; 19.4% a vocational certificate; 17.5% a higher vocational certificate; 11.9% a master's degree or higher, and 1.2% completed high school (Table 6). There was one case of no data entry.

**Table 6. Education of the Respondents**

Highest Education Level	Frequency	Percent
Vocational Certificate	31	19.4
High Vocational Certificate	28	17.5
Bachelor's Degree	79	49.4
Master's Degree or Higher	19	11.9
Others (High School)	2	1.2
Not indicated	1	0.6
Total	160	100.0

As shown in Table 7, 52.5% of the respondents majored in Business Administration, 22.5% in Accounting, 1.2% Human Resources, and the remaining of 23.8% graduated in other fields i.e. Computer Science, Arts, Philosophy, and Laws.

**Table 7. Majored Education of the Respondents**

Educational Specialty	Frequency	Percent
Accounting	36	22.5
Human Resources	2	1.2
Business Administration	84	52.5
Others	38	23.8
Total	160	100.0

Table 8 showed that 61.2% of the respondents were single, 33.8% were married, and the rest, 5% were separated/divorced.

**Table 8. Marital Status**

Marital Status	Frequency	Percent
Single	98	61.2
Married	54	33.8
Separated/Divorced	8	5.0
Total	160	100.0

## 4.2 RESPONDENTS' WORKING INFORMATION

Table 9 indicated that 26.2% of the respondents have been working at Agility 3-4 years, followed by 0-2 years and over 10 years (20.6%), 5-6 years (13.1%), 7-8 years (10.0%), and 9-10 years (9.4%).

**Table 9. Experience with Your Current Company (years)**

Experience	Frequency	Percent
0-2	33	20.6
3-4	42	26.2
5-6	21	13.1
7-8	16	10.0
9-10	15	9.4
> 10	33	20.6
Total	160	100.0

From Table 10, 63.8% of the respondents have been working in the Operation Department, followed by Accounting and Finance (10.0%), Sea Freight (7.5%), and Sales & Marketing, Air Freight and Human Resources & IT Departments (6.2%).

**Table 10. Current Department**

Department	Frequency	Percent
Accounting and Finance	16	10.0
Sales and Marketing	10	6.2
Air Freight	10	6.2
Sea Freight	12	7.5
Operation	102	63.8
Human Resources & IT	10	6.2
Total	160	100.0

Table 11 illustrated that 48.8% of the respondents were Office Staff, followed by 21.9% Customer Service, 18.7% Manager, 9.4% Senior Officers, and 1.2% Consultants.

**Table 11. Current Position**

Position	Frequency	Percent
Office Worker/Staff	78	48.8
Customer Service	35	21.9
Manager	30	18.7
Senior Officers	15	9.4
Consultants	2	1.2
Total	160	100.0

In terms of subordinates, 115 respondents did not have subordinates while the rest of 45 respondents had subordinates (see Table 12).

**Table 12. Having Subordinates**

Position	Yes	No
Officer Staff		78
Customer Service		35
Manager	30	
Senior Officer	15	
Consultant		2
Total	45	115

Table 13 represented that 44.4% of the respondents were informed about BSC information by Manager/Supervisor, 29.3% got information from Management, 20.0% from colleagues, 3.7% from training, 1.3% from books, and 1.3% by self-study.

**Table 13. Getting BSC Information**

Channels	Frequency	Percent
Management	47	29.3
Manager/Supervisor	71	44.4
Colleagues	32	20.0
Training	6	3.7
Books	2	1.3
Self-Study	2	1.3
Total	160	100.0

### 4.3 BSC AWARENESS AND UNDERSTANDING

Table 14 showed that most of the respondents knew the company has been implementing BSC (65.6%) and were aware of the purpose why the company used this strategic tool (59.4%). They were certain BSC would make the organization develop (56.2%) and could help them leverage their competency (55.0%). Although they knew the concept and process of BSC implementation, they thought that the company should have outsider consultants. Nevertheless, there were two areas where the respondents disagreed with the company: BSC has been communicated throughout the organization (44.4%) and BSC has been conveyed to employees by using understandable language (35.0%).

**Table 14. BSC Awareness and Understanding (%)**

Awareness and Understanding	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Degree of Awareness
You know that BSC is implemented in your organization	0.6	12.5	8.1	65.6	13.1	Agree
You agree with BSC implementation in your organization	0.6	13.8	4.4	57.5	23.8	Agree
You know the purpose why your organization implements BSC	3.1	19.4	8.1	59.4	10.0	Agree
You have attended a BSC training course	5.0	27.5	3.1	54.4	10.0	Agree
You know the concept and process of BSC implementation	1.2	29.4	8.7	53.8	6.9	Agree
You think that BSC implementation can be completed easily	17.5	29.4	15.6	33.1	4.4	Agree
You are sure that BSC can make your organization develop	3.8	17.5	8.8	56.2	13.8	Agree
You think that the implementation should be processed and recorded with data from internal employees	3.8	23.1	6.9	57.5	8.8	Agree
You think that the organization should have BSC an outsider consultant	0.6	21.9	8.1	47.5	21.9	Agree
You can express your idea about BSC implementation freely	7.5	31.2	10.6	43.1	7.5	Agree
BSC has been communicated throughout your organization	14.4	44.4	11.9	28.8	0.6	Disagree
BSC has been conveyed to employees by using understandable language	18.1	35.0	15.6	28.8	2.5	Disagree
BSC presents a clear financial target of your organization	3.8	29.4	15.0	45.6	6.2	Agree
BSC can lead to have more understanding as to what your customers need	3.8	23.1	14.4	53.1	5.60	Agree
BSC decreases the number of internal processes	4.4	31.9	16.2	43.1	4.40	Agree
BSC can help you leverage your competency	4.4	22.5	12.5	55.0	5.60	Agree
BSC can help you improve your weak points	0.6	20.6	11.2	48.8	13.8	Agree

#### 4.4 SUGGESTIONS

From Table 15, 54.4% of the respondents expected that the internal process developed to achieve the organization's goal, followed by raised earnings (24.4%), a cross-departmental collaboration increase (20.0%), and 1.2% would like the company's standards improved.

***Table 15. Expectation from BSC Implementation***

Expectation	Frequency	Percent
Earnings Raised	39	24.4
Cross-departmental collaboration increased	32	20.0
Internal process developed to achieve organization's goal	87	54.4
Other (Improved Company Standards)	2	1.2
Total	160	100.0

Table 16 indicated that 55.0% of the respondents thought that the Management should communicate with all employees to give a clear understanding of how important and the benefits the employees can receive from BSC, followed by 24.4% that the management should review strategies quarterly and adjust the operating process to achieve organization's target, and 20.6% the management should arrange BSC training courses both in theory and workshops monthly.

**Table 16. Encouragement of the Employees to Comply with BSC Implementation**

Encouragement	Frequency	Percent
The management review strategies quarterly and adjust the operating process to achieve organization's targets	39	24.4
The management arrange BSC training courses both in theory and workshops monthly	33	20.6
The management communicate with all employees to give a clear understanding of how important and beneficial the employees can receive from BSC	88	55.0
Total	160	100.0

**Table 17. Crosstab Between Position and Question no. 15 “You Know the Concept and Process of BSC Implementation”**

Position	Question# 15					
	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Total
Manager	0	7	1	19	3	30
Senior Officer	0	2	0	12	1	15
Office Staff	1	31	5	38	3	78
Customer Service	1	7	7	16	4	35
Consultant	0	0	0	1	1	2
Total	2	47	13	86	12	160

According to Table 17, the relationship between position and question 15 signified the respondents who had subordinates and those who did not know the concept and process of BSC implementation.

**Table 18. Crosstab Between Position and Question no. 25 “BSC Decreases the Number of Internal Processes”**

Position	Question# 25					Total
	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	
Manager	1	8	4	13	4	30
Senior Officer	1	1	0	9	4	15
Office Staff	4	19	10	35	10	78
Customer Service	3	5	4	19	4	35
Consultant	0	0	0	2	0	2
Total	9	33	18	78	22	160

According to Table 18, the relationship between position and question 25 signified the respondents who both had subordinates and those who did not agreed that BSC could decrease the number of internal processes.

The findings of the study will be summarized and discussed in the next chapter.