THE ANALYSIS OF TRIPLE BOTTOM LINE APPROACH ON FIRM PERFORMANCE LEVEL ASSESSMENT

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ABSTRACT

This study aims to analyze the Triple Bottom Line (TBL) approach as a tool for assessing the performance of PT. DK. This study uses descriptive quantitative research methods, with secondary data and the type of data is time series. The data used is the annual financial report of PT. DK in 2018-2020. The data analysis technique used is a descriptive quantitative design research model with the perspective of the Sustainable Balance Scorecard (SBSC) measurement indicators. The financial performance perspective is measured based on the analysis of solvency, profitability, and growth ratios. The results show that the TBL approach can be applied linearly in conducting analysis related to several indicators of the firm's performance level in carrying out and maintaining performance. Based on the calculation of the ratio and its interpretation, PT. DK has good performance. TBL takes an important role in the performance results of each indicator, namely people, profit, and the planet.

Keywords: Triple Bottom Line, Profit, People, Planet, Firm Performance

1. INTRODUCTION

The development of the company's strategy encourages the company to focus on the internal and supporting aspects outside the company internal including the condition of the stakeholder, especially community that exists in the community environment (Roza, 2014). Companies are encouraged to not only focus on one aspect of internal measurement in the company's performance measurement process for a sustainable period (Rosyidah, N. A., 2017). Adjustments are designed with the aim of the company being able to create incentives to improve and improve the company's behavior ethically and comply with applicable legal compliance (Sholikhah, V et al., 2017). All aspect lines within the scope of the company in question are those who receive the impact or influence the company's ability to make decisions and also determine the activities that exist within the company (Pertiwi Sergius, R. & Murwaningsari, E., 2016). At this point, we are concerned that each company has focused on assessment and adjustment in dealing with various situations and conditions. Various steps and strategies are designed with adjustments that are expected to have a good impact on the company's growth (Lindawati, A. S. L, 2015). The conversion of the conventional paradigm to a modern one changes the view that the factor of increasing high profits in a company is no longer an absolute measure in measuring company performance, but also the existence of an analytical paradigm on the level of welfare of the social and environmental aspects of the company (Fadli, S., 2021).

Measurement is no longer measured economically (single bottom) but is also followed by the role of other measurements, namely social responsibility, and environmental responsibility, this concept is known as the Triple Bottom Line (TBL) which was developed by John Elkington in his book „Cannibals with Fork, the Triple Bottom". Line of Twentieth Century Business" (Yanti, F., & Rasmini, N. K., 2015). In this book, it is explained that the company must not only be oriented towards increasing profit (profit) but must also consider the social aspect, namely fulfillment for the welfare of the community (People) and contributing to environmental sustainability around the company (Planet). TBL is a sustainability measurement of the impact of

organizations in the world, by capturing the essence of sustainability, including profitability and shareholder value as well as social, human, and environmental capital including profitability, social, community and environmental (Hall et al. Slapper, 2011). This is intended to find out whether the performance conditions in the company's economic (financial) sector are still running well and according to the corridor or if there are things that need to be improved and adjusted to control and optimize the company's profitability. To support the assessment process can run well. From all the combined aspects of both economic (profit), social (people), and also environmental (planet) using the modern paradigm to make a good and effective circle (a fire world) that can be used by companies in maintaining the balance of their environment both internally and in terms of external support. A good environment will have a good impact on the company's operations, both growth and measurement can provide effective results with a good scale (Yanti, F., & Rasmini, N. K., 2015).

Related to TBL issues, PT. DK (one of the subsidiary companies of PT. *Pupuk Indonesia*) had experienced a production pipe leak where the sulfur dioxide (SO2) substance in the factory leaked and caused an odor in the residential environment of the surrounding community and caused victims to experience respiratory infections, not only that PT. DK has also experienced a leak that occurred in the ammonia tube where the chemicals in the ammonia pollute the air around the company's environment up to a radius of three kilometers which causes many people who experience dizziness, pain in the eyes, and also shortness of breath. The last incident was PT.DK experienced a fire in factory 1 which was initially caused by a reformer disturbance in the factory resulting in the cessation of the production process but not reaching the residential area the fire could be extinguished but the impact of this fire also polluted the surrounding environment. Based on these phenomena, companies must have a greater responsibility to pay attention to these details and thus use the Triple Bottom Line (TBL) concept in disclosing and measuring corporate social responsibility in monitoring economic (profit) and social (people) aspects. And the corporate environment (Planet) which is expected to be able to provide measurement results and also analyze the process of measuring the company's performance level, so that later the company can immediately take an optimization policy by contributing and realizing it following existing conditions (Hall & Slaper, 2011). For the sustainability of these objectives, the company needs to analyze the level of performance of its social responsibility both internally and externally that has been carried out in the company supported by several appropriate indicators in it. Based on the background, the formulation of the problem in this study is how the results of the analysis of the performance of the corporate social responsibility of PT. DK is based on the Triple Bottom Line (TBL) approach. This study aims to analyze the performance of corporate social responsibility PT. DK is based on the Triple Bottom Line (TBL) approach. The results of this study are expected to have a use value for both operational uses and scientific development uses.

2. LITERATURE REVIEW

The previous research on the TBL model approach as one of the tools for the assessment of the company's performance level explains that the TBL can be used to measure good company performance with the help of other measurement models to support or not. The results produced are following the guidelines integrated into the concept so that the information produced is more specific and follows the analyzed paradigm from both the economic, social, and environmental sectors (Ardhiansyah, F, 2021). Suartana, I., (2010) also proves that the application of the TBL model in measuring corporate social responsibility has a very good impact where this analysis can be used by companies not only as an impression tool on

management but also has a long-term impact on the company's ability to the sustainability of the level of investment, thus providing stakeholder trust in the company.

The implementation of the TBL concept in measuring the level of company performance applied to the public sector can also give good results, the measuring aspect in it provides a detailed and informative description of the condition of the object of research with the right combination. With the application of this TBL model, it can also provide an overview of what policies are appropriate and which must be evaluated so that later they can develop a classification of a more long-term oriented paradigm (Studi, S., et al., 2008). TBL in measuring the level of company performance with the help of the leverage control variable provides positive conditions for the analysis carried out so that the TBL concept is successful in its role as a concept that can measure the level of performance of a company organization (Indrawan, 2013). The TBL approach can also be used in assessing company performance both on a high or low company profile scale where its implementation can be used as a risk control tool that analyzes how the company's environmental performance level runs with the resulting benefits can be used as a benchmark. in decision-making by the company (Latifah, S. W., 2019).

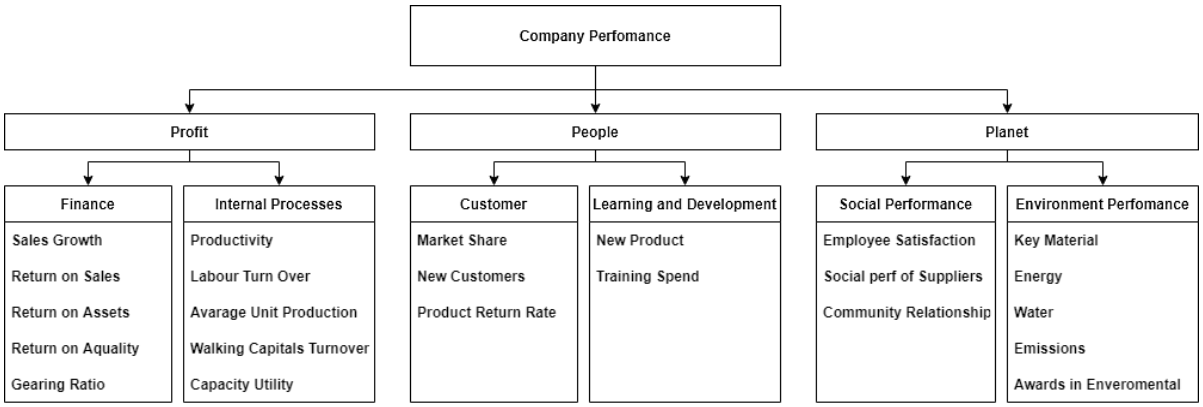

Figure 1. Conceptual Framework

The analysis executed in research within the scope of measuring firm value, the TBL has a positive effect in its influence where the perspective of the approach given is wider by providing an overview of conditions that are more specific and following the KPI criteria of measurement expected by the company. It is undeniable that the economic, social, and environmental aspects are of special value in presenting the company's condition (Latifah, S. W., 2021). Nurcahyo, R et al., (2018) also show that TBL produces a positive image generated by the company's openness process by being more sensitive to social issues and the surrounding environment while still paying attention to good control of the information produced so that it is in accordance with stakeholders. interest in receiving and using the information. The TBL model approach process helps companies fulfilling their social responsibilities, whereas in the development of the digitalization era the industrial revolution 4.0 is very fast and companies need to maintain a balance in communicating and doing activities. Companies are required to have the ability to be able to compete in this 4.0 era, therefore the fulfillment of this social responsibility can be a tool for companies to maintain joint communication with existing stakeholders and play a positive role in company value (Fadli, S., 2021).

Based on the description above, it can be described as a theoretical framework that states that the application of the TBL concept in expressing and measuring corporate social responsibility in monitoring the economic (Profit), social (People), and corporate environment (Planet) aspects can provide measurable results and also analysis of the process of measuring

the level of company performance. Following the information that has been conveyed above in the process of measuring company performance using the TBL approach which has been described in detail above, in its application from the economic aspect (profit) it is assessed by financial indicators and also internal business processes. For the social aspect, human resources (people) are measured using customer indicators and learning and development. And for the last aspect, namely the process of fulfilling environmental aspects (planet) using social indicators and also environmental performance.

3. METHODS

1. Research Design

This research is descriptive quantitative research, which aims to analyze how the TBL approach can be used as a tool to assess the performance level of PT. DK, a branch of PT. Pupuk Indonesia.

2. Location of the Research

This research was conducted on the performance of existing instruments at PT.DK was chosen because of the contract for the implementation of the *Magang Studi Independent Bersertifikat* (MSIB) in the *Merdeka Belajar Kampus Merdeka* (MBKM) program which requires researchers to stay in the company and work together. On the other hand, the conditions in the research location as we explained before, which are about their relation environmentally to society and also both the background and the supporting presentation, are considered to be following the research topic, which is TBL.

3. Population and the Research Sample

a. Type and Source of Data

The type of data used in this study is time series with secondary data sources that come from documentation of the Annual Report and Sustainability Report of PT. DK from 2018 to 2020.

b. Data Collection

The data collection technique in this study is a secondary data method with the documentation method, which is the use of existing written documents or materials (Hardani et al., 2015). The process of collecting this data by adjusting the needs through analyzing, and recording the Annual Report an Sustainability Report PT. DK 2018-2020.

4. Data Analysis Technique

The data analysis in this study are using the Sustainable Balance Scorecard (SBSC) measuring indicators. The analysis used is indicators from a financial perspective, customer perspective, internal business process perspective, learning and growth perspective, social performance perspective, and environmental performance perspective.

Table 1. Financial Perspective

NO	INDICATOR	EQUATION	STANDARD
1.	***Financial Perspective***		
	a. Sales Growth	Net Profit Margin	2018: 3.70% 2019: 3.81% 2020: 4.52%
	***Analysis: Financial Perspective Performance for Sales Growth aspect concluded "Good if the realization is greater than the standard.*		

b.	Return on Sales	Return on Sales (ROS)	2018: 4.14% 2019: 3.28% 2020: 3.36%
* *Analysis: Financial Perspective Performance for the Return on Sales aspect concluded "Good if the realization is greater than the standard.*			
c.	Return on Assets	Return on Assets (ROA)	2018: 2.13% 2019: 2.64% 2020: 2.52%
* *Analysis: Financial Perspective Performance for the Return on Assets aspect concluded "Good if the realization is greater than the standard.*			
d.	Return on Equity	Return on Equity (ROE)	2018: 6.70% 2019: 6.49% 2020: 6.68%
* *Analysis: Financial Perspective Performance for the Return on Equity aspect concluded "Good if the realization is greater than the standard.*			
e.	Gearing Ratio	1) Debt to Capital Ratio (DCR) 2) Debt to Equity Ratio (DER) 3) Debt to Assets Ratio (DAR)	2018: DCR: 3.24% DER: 97.2% DAR: 43.5% 2019: DCR: 3.17% DER: 83.7% DAR: 47.6% 2020: DCR: 3.53% DER: 87.6% DAR: 46.9%
* *Analysis: Financial Perspective Performance for the DCR, DER, and DAR aspects concluded "Good if the realization is greater than the standard.*			

Table 2. Customer and Market Perspective

Customers and Market Perspective			
a.	Market Share	Market Share	
		➢ Subsidy	2018: 100% 2019: 100% 2020: 100%
		➢ Non-Subsidy	2018: 96.70% 2019: 86.49% 2020: 89.68%
		➢ Chemistry & Services	2018: 12.70% 2019: 14.49% 2020: 16.29%
* Analysis: Customer and Market Perspective Performance for the Market Share aspect concluded "Good if the realization is greater than the standard.			
b.	New Customers	New Customers	2018: 15.70% 2019: 13.29% 2020: 18.68%
* Analysis: Customer and Market Perspective Performance for the New Customers aspect concluded "Good if the realization is greater than the standard.			
c.	Product Return Rate	Product Return Rate	2018: 0.0050% 2019: 0.0050% 2020: 0.0050%
* Analysis: Customer and Market Perspective Performance for the Product Return Rate aspect concluded "Good			

	if the realization is greater than the standard.		

Table 3. Internal Processes Perspective

	Internal Processes Perspective		
	a. Productivity	Productivity	2018: 6.30% 2019: 6.49% 2020: 6.68%
	* *Analysis: Internal Processes Perspective Performance for the Productivity aspect concluded "Good if the realization is greater than the standard.*		
	b. Labor Turnover	Labor Turnover	2018: 10% 2019: 10% 2020: 10%
	* *Analysis: Internal Processes Perspective Performance for the Labor Turnover aspect concluded "Good if the realization is greater than the standard.*		
	c. Average Unit Production	Average Unit Production	2018: 121.7% 2019: 116.5% 2020: 137.7%
	* *Analysis: Internal Processes Perspective Performance for the Average Unit Production aspect concluded "Good if the realization is greater than the standard.*		
	d. Working Capitals Turnover	Working Capitals Turnover	2018: 0.08% 2019: 0.06% 2020: 0.03%
	* *Analysis: Internal Processes Perspective Performance for the Working Capitals Turnover aspect concluded "Good if the realization is greater than the standard.*		
	e. Capacity Utility	Capacity Utility	2018:112.8% 2019:127.9% 2020:116.6%
	* *Analysis: Internal Processes Perspective Performance for the Capacity Utility aspect concluded "Good if the realization is greater than the standard.*		

Table 4. Learning & Development Perspective

	Learning & Development Perspective	
	a. New Product	0.015%
	* *Analysis: Learning & Development Perspective Performance for the New Product aspect concluded "Good if the realization is greater than the standard.*	
	b. Training Spends	2018: 80.08% 2019: 72.06% 2020: 70.12%
	* *Analysis: Learning & Development Perspective Performance for the Training Spends aspect concluded "Good if the realization is greater than the standard.*	

Table 5. Social Aspect Perspective

2.	**Social Aspect Perspective**
a.	Employee Satisfaction Survey & Management (Questionnaire)

Item Indicator	Respondent		Score Standard			Description
	Employee	Management	2018	2019	2018	
Work itself	✓	✓	75%	75%	75%	Score: ➢ 0%-34%: Poor ➢ 35%-53%: Average ➢ 55%-69%: Good ➢ 70%-84%: Very Good ➢ 85%-100%: Excellent
Achievement	✓	✓	80%	80%	80%	
Recognition	✓	✓	75%	75%	75%	
Self-Development	✓	✓	75%	75%	75%	
Responsibility	✓	✓	80%	80%	80%	
Carrier Path	✓	✓	80%	80%	80%	
Management Performance	✓	✓	80%	80%	80%	
Top Management Performance	✓	✓	80%	80%	80%	
Teamwork Relationship	✓	✓	75%	75%	75%	

b. Supplier Satisfaction Survey (Questionnaire)

Item Indicator	Respondent	Standard			Description
	Supplier	2018	2019	2018	
Management Approach	✓	70%	70%	70%	Score: ➢ 0%-34%: Poor ➢ 35%-53%: Average ➢ 55%-69%: Good ➢ 70%-84%: Very Good ➢ 85%-100%: Excellent
Management Tim Evaluation	✓	80%	80%	80%	
Material Boundary	✓	80%	80%	80%	
Value Chain	✓	70%	70%	70%	
Responsibility	✓	80%	80%	80%	

c. Public Relations Survey (Questionnaire)

Item Indicator	Respondent	Standard			Description
	Society	2018	2019	2020	
Partner Training	✓	80%	80%	80%	Score: ➢ 0%-34%: Poor ➢ 35%-53%: Average ➢ 55%-69%: Good ➢ 70%-84%: Very Good ➢ 85%-100%: Excellent
Inventory Fulfillment	✓	80%	80%	80%	
Utilization Of Infrastructure Facilities	✓	80%	80%	80%	
Social Investment Capital Responsibility	✓	75%	75%	75%	
Management Evaluation **3.**		75%	75%	75%	

Table 4. Environmental Perspective

Environmental Perspective			
Item Indicator	**Measurement**	**Standard**	**Description**
Key Material	➢ Internal Test adopts the guidelines of the Global Harmonize System.	95% have to use renewable raw materials.	The 95% criteria for renewable raw materials and the remaining 5% be used for the portion of non-renewable raw materials.
** Indicator measurement results can be good if the analysis carried out exceeds the standard set by the company at the beginning of the management period.*			
Energy	➢ Internal testing using the company's portable system design. ➢ External Test using Demand Side Management (DMS) by Energy Auditor.	Maximum Limit 55% (20 million GJ/Year)	The use of energy is determined by the company every year with a maximum limit of 20 million GJ per year.
** Indicator measurement results can be good if the analysis carried out exceeds the standard set by the company at the beginning of the management period.*			
Water	➢ Internal Test using the company's measurement design system.	Maximum Limit 68% (40Million GJ/Year)	The use of water sources set by the company has a maximum limit of 40 m2/year.
** Indicator measurement results be good if the analysis carried out exceeds the standard set by the company at the beginning of the management period.*			
Emissions	➢ Internal Test by Company Chemist Laboratory. ➢ External Test by an accredited independent laboratory.	The maximum emission level measurement limit is 40% mg/Nm3 per product.	The emission management limit refers to the Decree of the State Minister of the Environment No. 133 of 2004 concerning Emission Quality Standards for Fertilizer Industry Activities.
**Measurement results of indicators can be said to be good if the analysis carried out exceeds the standard set by the Decree of the State Minister of the Environment No. 133 of 2004.*			
Awards in Environmental Sector	External Test the level of activeness in participating in assessment forums related to environmental responsibility.	87% Healthy environment (Level 5 In Green Industry)	The measurement limit refers to the Minister of Environment and Forestry Regulation Number 01 of 2021 regarding environmental responsibility.
** Indicator measurement results can be said to be good if the analysis carried out exceeds the standard set by*			

the Minister of Environment and Forestry Regulation Number 01 of 2021.

4. RESULT AND DISCUSSION

Result

The following table below are the results of the calculation and analysis of SBSS with the TBL approach, as follows:

Table 7. The Firm Performance using the Sustainable Balance Scorecard (SBSC)

No	Indicator	2020	2019	2018
1	Net Profit Margin	5,33%	4,71%	6,49%
2	Return On Sales	6,50%	6,56%	8,81%
3	Return on Assets	3,42%	2,95%	3,87%
4	Return On Equity	7,83%	7,40%	9,75%
5	Gearing Ratio			
	a. **Debt to Capital Ratio**	5,45%	5,09%	15,30%
	b. **Debt to Equity Ratio**	5,77%	5,37%	18,07%
	c. **Debt to Asset Ratio**	0,92%	0,76%	0,93%

No	Indicator	2020	2019	2018
1	Productivity	6,73%	2,61%	0,24%
2	Labor Turn Over	1%	3%	3%
3	Average Unit Production	268%	323%	354%
4	Working Capitals Turnover	-0,2%	0,8%	0,1%
5	Capacity Utility	233%	312%	351%

No	Indicator	2020	2019	2018
1	Market Share			
	Subsidy Production	100%	100%	100%
	Non-Subsidy Production	119%	117%	114%
	Chemical & Service Product	24,9%	22,6%	29,8%
2	New Customers	41,11%	32,19%	24.58%
3	Product Return Rate	0,0023%	0,0019%	0,0027%

No	Indicator	2020	2019	2018
1	New Product	0.030%	0.063 %	0.030%
2	Training Spend	95,8%	82%	94..5%

No	Indicator	2020	2019	2018
1	Employee Satisfaction			
	Employee	81,61%	82,44%	86,3%
	Management	85,35%	84,11%	87,4%
2	Social Performance of Suppliers	85,1%	80,46%	84,3%
3	Community Relationship	84%	81%	85%

No	Indicator	2020	2019	2018
1	Key Material	95%	95%	95%
2	Energy	53%	49%	50%
3	Water	62%	64%	59%
4	Emissions			
	Sulfate (ZA)	25%	23%	21%
	Urea	26%	23%	21%
	Phosphoric (SP-36)	20%	21%	24%
	Phosphoric Acid	23%	25%	22%
	NPK	22%	20%	24%
5	Awards In Environmental	87%	87%	87%

In terms of the analysis related to the condition of the company as described in the introduction, starting from the process of measuring data and processing data in the indicator paradigm, the indicators carried out several factors, both from the company's profit aspect (Profit), human resources (People) and also the environmental aspect (Planet). The profit aspect explains how the company's financial condition includes both the profit side and also productivity in the company's internal business process activities. The social aspect or human resources is directly sided by side with the analysis used in measuring the intensity of human resource growth, both internal and external to the company. The third aspect analyzes how the growth rate and environmental protection are related to the fulfillment of corporate responsibility needs.

5. DISCUSSION

Based on a financial perspective, the calculation result of the Net Profit Margin (NPM) in 2019 was 4.71% and managed to exceed the 2019 RKAP target of 3.81%. PT.DK recorded has net profit in 2020 of Rp 1.41 trillion or 117% of the 2020 RKAP target which was set at Rp 1.2 trillion and an increase of 8.6% from the realization of net profit in 2019 which was recorded amounting to Rp 1.3 trillion. The NPM in 2020 was 5.33% or exceeded the 2020 RKAP target of

4.52% and the realization in 2019 was 4.51%, meaning that there was an increase in financial performance in terms of profitability. The results of the ROS analysis in 2018 were 8.81%, in 2019 was 6.56% and in 2020 it was 6.50, and there were fluctuations. In 2019, ROA measures the company's ability to use all available assets for the company's operations to generate profits. In 2019, the Company's ROA was recorded at 2.92, down when compared to 2018 at 3.87%. This decline shows that the Company's ability to use all available assets to generate profits has decreased in 2019. Meanwhile, in the last year, the ROA in 2020 was 3.42% higher than the 2020 RKAP which was 3.42%. 2.52%. In addition, the results of calculations from the overall financial ratoons generally show the performance of PT. DK is in good and stable condition.

The company's Internal Business Process perspective shows that the company's productivity level in 2018 was 8.24%, followed by a very significant increase in 2019 of 8.61%. However, in 2020 the company's productivity level decreased again to 7.74% due to delays in the fulfillment of the main raw materials needed which affected how the operational processes in the company run. In 2018 the labor turnover rate was 3% and in 2019 it was also 3% and then in 2020 it was 1%. From the percentage generated, it can be categorized as a company in a very healthy condition by suppressing the turnover from the aspect of its workforce. From the results of the analysis, the company recorded the results of the calculation of the average unit product in 2018 of 354%, and in 2019 the company experienced a decrease compared to 2018 of 0.7% with 323% results, and for 2020 the company was able to record 268% with a very significant decrease of almost 12%. From these conditions, the company can still be categorized as a safe condition where the percentage generated can rotate from the company's provisions of 250% per year. PT. DK in 2018 capacity utilization reached 351%, in 2019 it was 312% and in 2020 the decline in utility utilization reached 10% with a bookkeeping result of 233%. From the results of the analysis, it can be concluded that the potential output process that can be produced by the company is still in a safe condition where its production capacity has succeeded in exceeding the company's provisions and regulations in utilizing its capacity in the company's production process.

Based on the results of customer calculations and analysis, it shows that from 2018 to 2020 the company continues to observe the customer growth rate where in 2018 to 2020 there is a reduction in customers of 334 customers or equivalent to 24.58%, whereas in 2019 again experienced an increase of 32.19% with a total of 645 customers and in 2020 it returned rapidly to an increase in customers amount where the addition increased by 41.11% totaling 1399 customers. PT. DK is also proven to be able to dominate the market share of fertilizers in Indonesia, reaching almost 100%. Consisting of the distribution of product types, namely Urea, ZA, SP-36, NPK, and Petroganic in East Java Province including Bojonegoro Regency, Tuban Regency, Lamongan Regency, Gresik Regency, Magetan Regency, Ngawi Regency, Madiun Regency, Madiun City, Mojokerto Regency, Mojokerto City. From the results of the analysis related to the product return rate, the company recorded that the production process so far for 2018 was 0.00027%, in 2019 it was 0.0019% and in 2020 it was 0.0023%, this rate of return is the result of the voices of customers who enter the company from there are complaints or other things that are not good in assessing the company's performance as in 2020 In the reporting period there were complaints and claims against 6 products by 7 customers for a total of 115 tons or 0.0023% of the total sales of fertilizers and non-fertilizers of 4,982 .770 tons. Of the total 115 tons of products returned by customers because they did not meet their specifications.

In 2018 product renewal was growing rapidly where in that year there were several updates from various products including the company being able to innovate with the emergence of several new superior products of the company totaling 2 products including NPK Petro Nitrate and also NPK and for 2019 there are also several updates in it where the company is also able to maintain existing product innovations by adding and bringing up innovations by bringing up

new products again, namely (NPK Petro Nitrate & NPK Petro Nitrate. As for 2020, the company also has no shortage of ideas and innovations that continue to make adjustments to the development of new products, this is evidenced by being able to again demonstrate the renewal of products such as Methyl Ester Sulfonate or commonly referred to as MES. In addition, it can produce NPK and NPS fertilizers with various formulas according to consumer needs. The innovation process and also the creation of new products are continuously improved by the company following the company's vision where the company innovates and can develop as a company with the National Food Security program. PT. DK also does its job for its human resource improvement through training speed.

From another perspective, which is social performance. PT. DK do the job for the company's human resource and is concerned with an employee satisfaction survey. In the survey results in 2020, the employee satisfaction sector was recorded at 86.3%% and the management sector at 87.4 with a scale of 100%, higher than the target set at 80.00%. This provides general information regarding how to fulfill the performance of responsibilities between employees and the existing management. The scope of the assessment also includes several indicators that are close to the daily operational processes of the company. Includes the achievement of the level of self-development and career management supported by the measurement of achievement and so on. From several points of information on the measurement results, it can be concluded that in its application the level of satisfaction of employees and also the company's management is still in good and sustainable condition. PT. DK also makes effort to establish good relationships with suppliers. This condition is formed by the implementation of basic activities for mutual trust, mutual respect, and mutual need. The condition of the relationship between pt. Dk and the supplier are very good and synergized. In another project, PT DK also has a good community relationship with society as PT. DK's stakeholders through several programs which are microenterprises, social investment, and public facilities.

The last perspective is environmental performance. Based on the availability of raw materials used, it has been determined that its use is only limited by 5% of raw materials that are odorless, and 95% is prioritized related to the use of renewable raw materials on a long-term scale. This is done to maintain the stability of the existing environmental conditions, and the main raw materials prioritized by the company in the production process are natural gas, water, air, rock phosphate, and diammonium phosphate. PT. DK imposes a permanent maximum limit in meeting the energy needs used by 55% or equivalent to 20,000,000 GJ per year. For 2018 energy use was 17,600,382 GJ, in 2019 energy use increased by 18,330,091 GJ due to an addition to the production adjustment process, and in 2020 again in the same condition from the previous 17,159,551 GJ. In implementing the project related to water, PT. DK is still included in the reasonable limit which is still within the limits of the maximum provisions imposed by the company, which is 68% or 30 million m2 per year. In the measurement process related to emission performance in the production operational process, laboratory tests are carried out as a whole, whereas in the internal scope of the company the test process is carried out at the company's internal laboratories and from the external side supported by independent laboratory tests that have been accredited. The results of the analysis relate to the company enforcing a stipulation for a reasonable limit of air emissions within a maximum level of 40% mg/Nm3 in the product unit scale following the regulations imposed by the Decree of the State Minister of the Environment No. 133 of 2004 concerning Emission Quality Standards for Fertilizer Industry Activities.

PT. DK also has several Awards in Environmental Sector. The company's achievements are not only related to the aspect of how the company maintains the stability of its financial performance, but also must maintain the stability of the work environment by taking an active role in growing a healthy and green environment which significantly also provides support

related to the level of operational performance in it. This activity is also supported by the stipulation of green industrial environmental regulations which are implemented by the Minister of Environment and Forestry Regulation Number 01 of 2021 concerning the responsibility for fulfilling the environment. As evidence of the company's level of activity in protecting its environment, it is supported by several awards in the field of environmental performance supervision that have been achieved, including the following: (1) Commendation for Best Disclosure in Environment Responsibility in "The 13th Sustainability Reporting Award (SRA) 2017; (2) GREEN INDUSTRY Level 5 from Ministry of Environment and Forestry of The Republic of Indonesia; (3) GREEN INDUSTRY (Level 5) from Ministry of Environment and Forestry of The Republic of Indonesia; Indonesia Green Award (4); and PROPER HIJAU from Ministry of Environment and Forestry of The Republic of Indonesia.

6. CONCLUSION

The analysis shows that the application of the Triple Bottom Line (TBL) approach was proved as one of the tools to assess the level of firm performance. The analysis provided an overview and evidence of how the firm's level of fulfillment is carrying out and maintaining the stability of performance. TBL is related to the responsibilities both from the level of resilience in the firm's financial performance, in the aspects of human resources, customers, suppliers, and also social aspects. PT. DK is the main center of PT. *Pupuk Indonesia* contributes a big impact on the environment around the firm, especially in terms of social and environmental aspects. In its operational process, PT. DK maintains the fulfillment of its responsibilities from the scope of utilization of the community environment in achieving good performance. It means that the role of a firm can't be separated from good operational management.

From the aspect of the financial perspective (profit), the firm carries out its performance in good conditions, where the compliance of the overall utilization of the budget and costs can be organized according to the portion and criteria. Another aspect of the social perspective (People) is where the firm also utilizes and develops human resources which provide value-added outcomes both in terms of fulfilling the firm's operations or in its implementation of performance effectiveness. The assessment of PBL is related to the firm's performance, and can't be separated from the analysis related to the environmental aspect (Planet). The firm has succeeded in providing and carrying out the fulfillment or compliance of its responsibilities to be able to maintain the existing community environment by providing full capacity for activities related to increasing quality values. The community environment runs well and provides related projects to the analysis of the firm's performance level.

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