Measurement of Human Resources Performance With Human Resources Scorecard Approach in Bhayangkara Hospital, Tebing Tinggi, North Sumatra, Indonesia

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ABSTRACT:- Currently, Bhayangkara Hospital in Tebing Tinggi has yet to have a standardized and comprehensive (human resource) performance assessment. For employees with civil service status of performance assessments using employee work targets, while employees with non-civil servant status do not yet have objective performance assessment standards. Based on these conditions, this study was conducted with the aim of measuring HR performance with the Human Resources Scorecard (HRSC) approach. HRSC is a Balanced Scorecard with Human Resource (HR) approach where Key Performance Indicator (KPI) will be prepared based on 4 (four) perspectives, namely: Financial Perspective, Customer Perspective, Internal Business Process Perspective, and Learning and Growth Perspective. Methods of data collection with observation, interviews, questionnaires, document review, and Consensus Decision Making Group (CDMG). The population in this study is the total of human resources in Bhayangkara Tebing Tinggi Hospital as much as 362 people. Based on the results of the research, performance assessment that did not reach the target was the increase of training costs over the last 3 years by 10%, the balance between the number of human resources and patient growth, the addition of human resources to meet the increasing class of hospitals into type B, the number of employees receiving 20 hours training / person / year at least 60%, and integrated human resources data as a whole.

Keywords:- Human Resources Scorecard, Key Performance Indicator, PerspektifFinancial, Perspektif Customers, Perspektif Internal business process, Perspektif learning and growth

I. INTRODUCTION

Hospitals as healthcare providers are the ultimate determinants of community health development. In order to fulfill that, the hospital must have a good performance. The quality of human resources performance (HR) is a measure of the success of health services that can demonstrate the accountability of service institutions within the framework of good clinical governance. Performance is the result of work that can be achieved by a person or group of people within an organization or company following their respective authorities and responsibilities to achieve the purpose of the organization or the company legally, not breaking the law and not contrary to morality or ethics. In predicting employee performance can also be done by measuring the performance of current and past employees in line with the substance of the work to be accomplished (Nasution, 2015). Measurement of performance needs to be done to determine whether during a performance has been deviated from a predetermined plan, or whether the detailed schedule can perform performance or whether the performance results have been achieved by the expectations (Wibowo, 2011).According to Fitriani and Kurnianto (2011) a concept that can be used to measure how much human resource contribution is using the Human Resources Scorecard method. The human resources scorecard approach includes four perspectives, among others, financial perspective, customer perspective, internal business process perspective and learning and growth perspective (Moeheriono, 2010).

Human resources scorecard is a new approach to measuring the performance of human resources. Human resources are used as an asset in an organization or company that can help organizations or companies to achieve their vision, mission, and goals. Thehuman resources scorecard measurement model is crucial to face the challenges in the future given the ever-changing environment (Dharma and Sunatrio, 2006).Measurement of human resource performance has an essential goal of guiding organizations or companies in decision making, as well as serves as a basis for evaluating human resource performance (Becker, 2001).

The concept is addressed to the key role of human resources in the future. Measurement of human performance performed using the Human Resources Scorecard approach applied at Bhayangkara Hospital is

expected to provide benefits in helping Bhayangkara Hospital to measure overall human resource performance (comprehensive) based on four perspectives, namely financial perspective, customer perspective, internal perspective business and process and learning growth perspective. Performance measurement is not only seen based on the number and quality of work performed. Other benefits when applying performance measurement using the Human Resources Scorecard then the hospital can find out the picture of achieving the overall human resource performance (comprehensive). Improving the performance of human resources at Bhayangkara Hospital is expected to help Bhayangkara Hospital in the face of competition in the future. Performance measurement results are also objective, and HR can produce performance in line with what is expected in achieving company goals, visions, and missions as well as creating long-term benefits for the success of the Bhayangkara Hospital in Tebing Tinggi.

Based on the description in the above, the following problems are formulated:
RQ1: How does human resource performance at Bhayangkara Hospital in Tebing Tinggi city refer to performance measurement based on the human resources scorecard approach?

RQ2: What steps have to be taken that the Bhayangkara Hospital management in Tebing Tinggi city to improve human resource performance?

II.   LITERATURE REVIEW

Performance
Performance needs to be used as an evaluation material for a leader or manager within an organization or a company. Performance has several definitions and insights that are an integral part of achieving the goals of the company or organization. According to Wirawan (2012), performance is an abbreviation of the work-energy kinetics whose match is performed. Performance is the output produced by the functions or indicators of a job or a profession within a particular time.The goal of performance appraisal is to improve the performance of an organization or company through improved performance of HRM organization or company. According to Mangkunegara (2011), the performance appraisal objective is to record and acknowledge the work of an employee who has motivated them to do better or at least achieving the same achievement.

Performance assessment is a useful tool not only to evaluate the performance of employees but also to develop and motivate employees and according to Rivai (2004) that the benefits of performance appraisal are compensation adjustments. Assessment of performance helps decision makers in adjusting the compensation, determining who needs to raise wages, bonuses, or other compensation.

Performance Measurement
Performance measurement is a process of assessing progress on work towards predetermined goals and objectives, including information on; efficiency of resource use in producing goods and services; the quality of goods and services (how well the goods and services are delivered to the customer and to what extent the customer is satisfied); the outcome of the activity compared to the intended purpose; and effectiveness of action in achieving the goals (Robertson, 2002).

In order to assess the performance objectively and accurately is to measure the level of performance of human resources within the organization or company. According to Dharma (2001), performance measurements serve as an effort to gather information that can be used to direct employee efforts through a series of specific priorities, such as communication. According to Mulyadi (2001), the benefit of performance measurement is to motivate employees to do standard work and provide excellent service to users of goods or services issued by organizations or companies.

Methods of appraisal and measurement of HR performance based on their time orientation can be divided into two, namely methods of measuring past performance-oriented methods and methods of future performance measurement and measurement. According to Ma'arif and Kartika (2012), past-oriented performance measurement and measurement methods include among others. The Checklists is a valuation method that is not an HR appraiser but only reports HR-related work behaviors. Rating Scale is a valuation and performance measurement approach by rating HR based on its services and then distributes ratings based on ratings. According to Syamsul Ma'arif and Lindawati Kartika (2012), methods of future-oriented performance measurement and measurement include among others. Self Assessment is a future-oriented performance appraisal method that is done by requesting HR to evaluate own performance, consistent with established values or standards of work. MBO's method is that each HRM and assessor jointly set goals or objectives for future work execution.

Human Resources Scorecard(HRSC)

According to Moeheriono (2010), the Human Resources Scorecard is a form of human resources measurement that tries to clarify the role of human resources in detail as something so far considered intangible to measure its role as to the achievement of vision, mission, and strategy company. Suyono (2007) argues that the Human Resources Scorecard is divided into four perspectives, namely financial perspective, customer perspective, internal business process perspective, and learning and growth perspective.

Financial perspective is financial management that will be needed to manage human resource activities. Suyono (2007) argues that the customer's perspective is the benchmark of employees as an asset, as a user or output of the implementation of HR strategies that have an impact on the internal customer. Internal Business Process Perspective determines internal customer satisfaction and achieves financial organization goals (Becker et al., 2001). Learning and Growth in this perspective, the quality, and processes in human resources need to be developed or enhanced such as by training to improve performance and effectiveness in achieving organizational or corporate goals. Human Resources Scorecard is a method derived from the Balanced Scorecard. Both of these methods have the usefulness to measure performance, but the difference between them lies in the performance measurement function. Balanced Scorecard is used to measure company performance. Balanced Scorecard has characteristics, including: comprehensive, coherent, balanced, and measurable (Mulyadi, 2001).

Key Performance Indicator (KPI)

Key Performance Indicator (KPI), which is the measure of successful execution of tasks for group or individual functions. KPIs are a series of processes that focus on the discussion of the measurements of the effectiveness of the measurement system in order to be able to perform performance measurements to be used as a comparison of the KPI's characteristic time according to Parmenter (2015), non-financial measurements such as those not counted by the value of the points money.

III. RESEARCH METHODS

The type of research used is qualitative research, which emphasizes the aspect of deep understanding of a problem from looking at the problems for generalization research. Using in-depth analysis techniques aimed at measuring the performance of human resources with the Human Resources Scorecard approach at Bhayangkara Hospital in Tebing Tinggi city.Data collection used in this study is field study, literature study and documentation study, Consensus Decision Making Group (CDMG). The subjects in this study consist of some key and non-key informants from the Hospital. The total number of informants is 21 people. Determination method of informant uses purposive sampling. Source of data from the research consists of primary and secondary data.

IV. RESULTS & DISCUSSION

Results

Measurement of Human Resource Performance with Human Resources Scorecard Approach (HRSC)

Table 1 KPI Achievements, Bhayangkara Hospital in Tebing Tinggi

Performance Goals	Key Performance Indicator (KPI)	Weight	Assessment
Financial Perspective			
Training Costs	Training costs over the last three years increased by 10%	0.05	Not Accomplished
	Additional training costs on HR performance	0.05	Accomplished
Revenue cost	Hospital income increases 10% annually	0.05	Accomplished
	Increased hospital income has a positive effect on HR performance	0.05	Accomplished
Sub Total KPI Achievements		0,15	
Customer Perspective			
Human resource satisfaction	Improved compensation (salaries, honor, meals, pensions, incentives) to human resources	0.04	Accomplished
	HR capability completes work according to work standards	0.03	Accomplished

	Improvement of HR performance	0.03	Accomplished
Human Resource Competency	Improved knowledge of human resources	0.03	Accomplished
	Improved human resource skills in work	0.03	Accomplished
	The quality of human resources is by the quality and safety standards of the patient	0.03	Accomplished
	Improved quality of personal characteristics owned by human resources	0.03	Accomplished
Complaints of human resources	Sufficient working environment	0.02	Accomplished
	Job relationship with coworkers	0.02	Accomplished
	Addition of other workloads	0.02	Accomplished
	The balance of human resources with patient growth	0,02	NotAccomplished
Sub Total KPI Achievements		0,28	

Performance Goals	Key Performance Indicator (KPI)	Weight	Assessment
Internal Business Process Perspective			
Innovation	HR find new ways to get work done more effectively	0.05	Accomplished
Process	The increase in the number of human resources to meet the increasing class of hospitals into type B	0.05	NotAccomplished
Service	The management of HR administration files is completed according to the specified time	0.05	Accomplished
	SDM uses a standard safety tool to prevent and control infection	0.05	Accomplished
Sub Total KPI Achievements		0,15	
Learning and Growth Perspective			
Training for human resources	At least 60% of employees receive 20 hours of training/person/ year	0.05	NotAccomplished
	The hospital provides funds for human resources who take training	0.05	NotAccomplished
Management Information System	Human Resource data is integrated overall	0.05	NotAccomplished
Human Resource Productivity	Human resources can meet the targets set by hospital standards	0.05	Accomplished
	HR completes the work by established procedures	0.05	Accomplished
HR involvement	Human resources are involved in the preparation of hospital work plans	0.05	Accomplished
Sub Total KPI Achievements		0,15	
Total KPI Achievements		0,73	

V. DISCUSSION

Hospital Performance from Financial Perspectives

In the process of human resources management, efforts are being made to nurture, improve the capacity, capacity, and professionalism of employees. One of the forms of the process is training. Sulistiyani and Rosidah (2009) stated that training is a means of building human resources into a challenging globalization era. Therefore, training activities cannot be ignored, especially in entering the era of increasing competition, sharpness, and weight in this millennium century. Training is conducted to reduce the gap between the capabilities or capabilities of employees with the job request. Training programs can improve the efficiency and effectiveness of employees' work in achieving work targets that have been set. The Bhayangkara RS Management must recognize that employees are hospital assets that determine the success of hospitals. Therefore it is necessary to continue to improve the competence of their employees through training that supports them in carrying out their duties.

Hospital Performance from Customer Perspective

In the customer perspective, the assessment indicators are employee satisfaction, employee competency, and employee complaints. Lawler in Robbins (2015), suggests that the size of employee satisfaction depends on the suitability or equity among the expected ones. Each has a different level of satisfaction by its value system. Satisfaction measure is based on the reality that is faced and received as compensation for the effort and the power provided. Competence is an ability to carry out or perform a work based on the skills and knowledge and is supported by the work attitude demanded by the work.

Hospital Performance from the Internal Business Process Perspective

The Internal Business Process Perspective focuses on internal processes that will impact on employee satisfaction and achieve financial goals from the organization. These perspectives include innovation, processes, and services.

Hospital Performance from Learning and Growth Perspective

The Learning and Growth Perspective focuses on systems and strategies for human resource development, for example through training. Increased employee capability is assessed by the improvement of training/seminars held from within and outside the hospital. Training is all activities of improving the competence of employees performed both in hospitals and outside hospitals that are not formal education

VI. CONCLUSIONS & SUGGESTIONS

Conclusions

Based on HR performance assessment using the Human Resource Scorecard (HRSC) method, it can be summarized as follows:

Financial Perspective, in 2016 and 2017 there was an increase in the number of days of inpatient care and outpatient visits, this had a positive effect on the increase in hospital income. Thus, HR performance has a positive effect on the increase of income by Bhayangkara Hospital. KPI achievement value is 0.15. Indicated indicators include training costs rising by 10% over the last three years. *Customer Perspective*, in 2017, the number of outpatient visits increased by 28.5% and the number of daycare was 18.9%, while the number of employees increased in 2017 by 8.6%. Thus, the percentage of patient visits is not equal to the increase in human resources.KPI achievement value is 0.28. Indicated indicators are the balance of human resources with the growth of patients.*Internal Business Process Perspective*, the HR management file management of Bhayangkara Hospital is good based on timeliness in the promotion of promotions, periodic salary management and punctuality in incentives.KPIachievement value is 0.15. Indicated indicators are the addition of human resources to meet the increasing class of hospitals into type B.*Learning and Growth Perspective*, implementation of Hospital Information System (SIRS) at Bhayangkara Hospital in Tebing Tinggi in 2015-2017 before integration of inter-unit data management and information and data recording system still using a manual system.KPI achievement value is 0.15. An incomplete indicator of HR is 20 hours/person/ year training, and the hospital provides funds for human resources that integrate overall HR training and data. Overall, based on 4 HRSC perspectives, total KPI achievement is 73%.

Suggestions

Based on the results of the analysis in this study, the authors' suggestions to the management of Bhayangkara Hospital in Tebing Tinggi are as follows:

Training activities need to be improved because not all employees have ever received training including increasing the training budget. The training provided should be by the competence and field of work

of each employee so that it contributes to the improvement of HR performance. Conduct recruitment of human resources so that the workload of human resources does not weigh heavily on the growth of patient visits. Need to be recruited for civil servants/police to place human resources in particular to fill structural positions by their area of expertise. Accelerate the procurement of Hospital Information Systems. Information integration is a critical element of hospital management. Integrated information enables planning, control and supervision to be implemented well, fast, precise and direct. Operational tasks can be implemented more effectively and efficiently and increase the speed and accuracy of information delivery to management. Research on HR performance assessment of hospitals using the Human Resource Scorecard (HRSC) method is more useful for researchers and hospitals, so researchers suggest that this study is continued and refined by further researchers.

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