

# Analysis of Human Resource Performance Measurement Using the Human Resources Scorecard Method at Eria Hospital Pekanbaru

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## ARTICLE INFO

### Article history:

Received Nov 16, 2023

Revised Dec 20, 2023

Accepted Jan 15, 2023

### Keywords:

*Human Resources Scorecard, Key Performance Indicator, Perspective*



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## ABSTRACT

Companies need employee performance measurement because it can determine the success or failure of employees in supporting company activities to realize the company's vision, mission and goals. The method that can be used is the Human Resources Scorecard method, by analyzing the performance of employees. 4 (four) Perspectives, namely Competency Perspective, Efficiency Perspective, High Performance Work System Perspective and Deliverable Perspective. The research was conducted at PT Riau Sarana Medika (Eria Hospital) in Pekanbaru. In the results of the research key performance indicators found 2 (two) perspectives that require attention from the Eria Hospital to be evaluated and become the focus of attention in improvement.

## INTRODUCTION

Today's technological developments make companies with other companies compete very tightly. Companies will always be faced with a challenge, namely how to survive in the present, while being able to face competition in the future. A company must be able to display the best performance in order to compete in the business world.

Every hospital management needs a measuring tool to find out how well the hospital is performing. But so far, the object that has always been measured is the financial part, because finance talks about numbers, something that is easy to calculate and analyze. This effort resulted in the Human Resources Scorecard method, which was first developed by Becker in 2001. This method is a model of measuring employee performance based on the company's vision and mission.

If employees work in accordance with the company's vision and mission, it will facilitate the achievement of company goals, which also considers measuring human resource performance by assessing 4 aspects, namely financial aspects, customers, internal business processes and learning and development processes. The Human Resources Scorecard method is a derivative of the Balanced Scorecard method, but the difference is focused on assessing the performance of company employees (Nuraidah, 2021).

According to Wahyuni (2016), compared to other measurements, the Human Resource Scorecard has the advantage of specifically measuring the performance of human capital and intangible capital owned by the organization. Other performance measurements, such as the Balanced Scorecard, generally focus only on financial strategies and give priority to improving operational processes.

Seeing from the results of the previous research above, it can be described that the Human Resource Scorecard method is a human resource measurement system that links people, strategy, and performance to produce a superior company. Human Resource Scorecard translates vision, strategy into human resources actions that can be measured for contribution. (Pratama and Ismail, 2018).

## METHODOLOGY

The research method used is a combination research method (Mixed Methods). The population in this study were non-medical employees at Eria Hospital. The sampling technique used is a non-probability sampling technique selected is a saturated sample (census), namely all non-medical employees at Eria Hospital totaling 77 people. The most important method of this research is:

### **1. Key Performance Indicator Identification**

This Key Performance Indicator is a reference for measuring the performance of non-medical employees at Eria Hospital. KPI determination is obtained from literature studies that are in accordance with predetermined objectives. The KPIs obtained

through the design stage have been confirmed in accordance with the Human Resources Scorecard approach.

**2. Validity Test**

The accuracy test is calculated using the product moment correlation formula, namely :

$$R_{xy} = \frac{N \sum XY - (\sum X)(\sum Y)}{\sqrt{[n \sum X^2 - (\sum X)^2][n \sum Y^2 - (\sum Y)^2]}}$$

*Source: Lestari and Yudhanegara 2015.*

**3. Reliability Test**

The reliability test aims to determine the level of reliability of each question on the questionnaire. The questionnaire can be said to be reliable if someone's answer to the question remains stable and consistent over time.

$$a = k \frac{(1 - \sum S_{2j})}{k-1 - S_{2x}}$$

*Source: Nurdiyanti 2016.*

**4. Human Resource Scorecard Analysis**

Human Resource Scorecard which consists of HR Competency, High Performance Work System, HR Efficiency and HR Deliverable perspectives. In determining the HRSC value in each perspective, the calculation of the Interval Level Value is used, namely:

$$\text{Interval Level Value} = \frac{\text{Highest Score} - \text{Lowest Score}}{\text{Number of Question Criteria}}$$

**RESULTS AND DISCUSSION**

**Identification of Kay Performance Indicators**

In identifying Kay Performance Indicator (KPI) using 4 perspectives used in research and determined in the Human Resource Scorecad design stage, are:

Table 1. Kay Performance Indicators of HR Scorecard

Deliverable	Leadership
	Job Satisfaction
	Reward Structure
	Productivity
Efficiency	Recruitment Cost
	Turnover cost
	Guarding Fee
	Environment
	Work Accident Costs

	Maintenance Cost
	Requitment
High Performance Work System	Training and Development
	Performance Assessment
	Competitive compensation
	Educational background
	Employee Knowledge
Competency	Job Placement
	Skills
	Computerization
	Personality Characteristics

*Source: data processed ,2022*

The Kay Performance Indicators not selected by the HR Manager of Eria Hospital are indicators of health insurance, employee THR costs, employee salary increases, optimization of work schedules and service times. Indicators that are not selected are indicators that are confidential and tend to change.

### **Data Validity Test**

Based on the results of the validity test of the questionnaire attribute data, there are 4 invalid questions distributed to the questionnaire. The invalid statement then cannot be used in the calculation or is not included in the calculation process.

### **Reliability Test**

In this study, 77 copies were distributed to respondents. This questionnaire was distributed with the aim of measuring the performance of employees with the Human Resource Scorecard (HRSC) method at Eria Pekanbaru Hospital.

Table 2. Cronbach score of Human Resource Score Card (HRSC)

Reliability Statistics	
Cronbach's Alpha	N of Item
.669	21

In the reliability test of the Human Resource Scorecard (HRSC) questionnaire data, the Cronbach alpha result is 0.669, so the questionnaire data is declared reliable (consistent).

## **Human Resource Scorecard Analysis**

### **Human Resource Competency Perspective**

The Human Resource Competency perspective is a measure of all matters directly related to skills, knowledge and personality characteristics that have a direct effect on employee performance. Based on the data obtained on filling in the answers to the questionnaire questions in the Human Resource Scorecard perspective section, the results of the total weight are 1695 with an average weight of 22.03. The weight obtained in the Human Resource Competency perspective is 1695, this weight is between the intervals 1618 - 1925. So it is concluded that the performance of employees at Eria Pekanbaru Hospital from the Human Resource Competency perspective is in the highly satisfactory category. From these results it can be seen that the answers to questions on the Human Resource Competency perspective are categorized as very good in the interval 21 - 25. After calculating the NJI, it can be concluded that the Human Resource Competency perspective is in a very satisfactory category.

### **High Performance Work System Perspective**

Measurement analysis on the High Performance Work System perspective or employee performance in a work system focuses on how the organization works through each HR function starting at the macro level which emphasizes the performance orientation of each activity. Based on the data obtained on filling in the answers to the questionnaire questions in the High Performance Work System perspective section, the results of the total weight are 1403 with an average of these weights being 18.22. The weight obtained on the High Performance Work System perspective is 1403, this weight is between the intervals 1310 - 1617. So it is concluded that the performance of employees at Eria Pekanbaru Hospital in the High Performance Work System perspective is in the satisfactory category. From these results it can be seen that the answers to questions on the High Performance Work System are categorized as very good at the interval 18-21. After calculating the NJI, it can be concluded that the High Performance Work System perspective is in the satisfactory category.

### **Human Resource Efficiency Perspective**

The Human Resource Efficiency perspective focuses on how the HR function can help companies to achieve the competencies needed by means of effective and efficient costs from employees to achieve optimal organizational goals. Based on the data obtained on filling in the answers to the questionnaire questions in the Human Resource Efficiency perspective section, the results of the total weight are 897 with an average of these weights being 11.64. The weight obtained on the Human Resource Efficiency perspective is 897, this weight is between the intervals 785.4 - 970.2 So it is concluded that the performance of employees at Eria Pekanbaru Hospital from the Human Resource Efficiency perspective is in the quite satisfactory category. After

calculating the NJI, it can be concluded that the HR Efficiency perspective is in a fairly satisfactory category.

### Human Resource Deliverable Perspective

Measurement with the Human Resource Deliverable perspective helps to identify the unique causal relationship where the HR system creates value in the company. Human Resource Deliverable perspective section, the results of the total weight are 1122 with an average of these weights being 14.57 from the answers to the Human Resource Deliverable perspective questions. The weight obtained from the Human Resource Deliverable perspective is 1122, the weight is between the interval 1001-1309, it is concluded that the performance of employees at Eria Hospital Pekanbaru from the Human Resource Deliverable perspective is in the satisfactory category. From these results it can be seen that the answers to questions on Human Resource Deliverable are categorized as very good at intervals 13-17. After calculating the NJI, it can be concluded that the High Deliverable perspective is in a fairly satisfactory category.

### Employee Performance Measurement with Human Resource Scorecard Method

After distributing questionnaires to 77 non-medical employees at Eria Pekanbaru Hospital, the results of the answers varied in each respondent's answer. To find out the answers of each respondent, the answers are recapitulated in order to calculate the total weight of all the answers obtained :

Table 3 Recapitulation of Human Resource Scorecard Answers

No.	Question	Options					Weight	Flat
		1	2	3	4	5		
Human Resources Competency Perspective								
1	According to you, Eria Hospital in placing employees is always in accordance with their educational background and abilities. Employee	0	0	15	16	46	339	4.40
2	According to You, Employees have good computerization skills to support work at the Hospital Eria	0	0	9	16	52	351	4.55

3	According to You, employee able to adapt to the advancement of applications at Eria Hospital such as SIMS-RS, BPJS and Other insurance	0	0	0	29	48	356	4,62
4	According to According to you, the training and training made by Eria Hospital is able to improve employee work quality	0	0	7	48	22	323	4,19
5	According to According to you, the training and education provided by Eria Hospital allows employees to work more creatively	0	0	7	43	27	328	4,25
High Performance Work System (HPWS) Perspective								
6	In your opinion, Eria Hospital is able to recruit new employees who are competent in accordance with Eria Hospital needs	0	1	24	39	13	295	3,83
7	According to According to you, new employees recruited by Eria Hospital are skilled in working on assigned tasks	0	7	30	31	9	273	
8	According to you, the existence of budget planning for employee development at Rumah Saki Eria is able to improve performance employee	0	3	26	24	24	300	

9	According to you, Eria Hospital always recognizes or rewards work achievements. Achieved by employees	0	7	30	31	9	273
10	According to you, Eria Hospital provides different compensation between high- performing and underperforming employees. Low	0	12	31	15	17	262
11	According to you, employees are able to use the work equipment effectively and effectively. Efficient	0	0	19	25	33	322
12	In your opinion, the salaries and benefits provided by Eria Hospital are capable of employee welfare	2	19	7	38	13	278
16	According to you, the training that employees participate in does not interfere with employee working hours	0	1	24	37	15	297
18	According to you, the rewards given by Eria Hospital are in accordance with your performance done by employees	0	16	23	37	1	254
19	According to you, Eria Hospital conducts training related to the professional background of employees so that employees' skills and knowledge are maintained. Awake	0	3	14	47	13	301



20	According to employees leadership determining decisions when needed	You, have good skills in	0	0	19	36	22	311
21	According to employees results obtained while working at the House Eria's pain	Mr / Mrs, are satisfied with the	6	18	12	27	14	256
Total								5119

The weight obtained with the Human Resource Scorecard (HRSC) method is 5119, the weight is in the Satisfactory category. So it can be concluded that the performance of employees at Eria Pekanbaru Hospital after being measured using the Human Resource Scorecard (HRSC) method is in the satisfactory category.

## CONCLUSION

Based on the calculation of KPI weights that have been carried out in these 4 perspectives, it can be concluded that the overall weight of the performance of non-medical employees at Eria Hospital with the Human Resource Scorecard approach is at a satisfactory level with a weight of 5119 with an average employee performance level of 66.48. Employee performance measured from the Human Resource Efficiency perspective can be concluded to be less than satisfactory with a weight value of 897 and an average value of 11.64. Based on the value obtained, it can be concluded that the performance of non-medical employees at Eria Hospital with the Human Resource Efficiency perspective is in the unsatisfactory category, where this perspective should get more attention from the company so that employee work is more effective and efficient. Furthermore, the performance of non-medical employees of Eria Hospital seen from the HPWS perspective can be concluded to be good and agree with a weight value of 1403 and an average value of 18.22. Based on the value that it can be concluded that the performance of non-medical employees at Eria Hospital from an HPWS perspective is in the good category.

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