

Using the Balanced Scorecard Method, Evaluate the Nurses' Success in Raising Service Quality

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Submitted: 22nd August 2022 | **Edited:** 09th Nov 2022 | **Issued:** 01st Dec 2022

Cited on: Prayoga, D. (2022). Using the Balanced Scorecard Method, Evaluate The Nurses' Success In Raising Service Quality. *PRODUKTIF: Jurnal Kepegawaian dan Organisasi*, 1(2), 44-52.

ABSTRACT

Performance appraisal can provide information about needs effectiveness of employee training and development and can provide information regarding design employee compensation. The purpose of this study was to analyze the performance of nurses and service quality at the Anmarsu Hospice Care Mental Hospital. The research method used in this study uses a qualitative approach descriptive, with the collection of data sources obtained primarily by interviews. The analysis used in this study uses techniques analysis Fill in using a measuring tool Balanced Scorecard. Based on the results of the calculations score regularly whole, obtained the total score is 282 points which means that Anmarsu Hospice Care Mental Hospital has a very good approach in measuring organizational performance.

Keywords: Nurse Performance Analysis, Quality of Service, Balanced Scorecard, Productive, Human Resources

INTRODUCTION

The hospital has various kinds of kund service health that can be superior to maintain patient loyalty. One of a kind service health in the hospital is service in patient.service hospitalization is one unit service in the giving hospital service comprehensively to help solve problems experienced by patients, where the inpatient unit is one revenue hospital center so that the level of customer or patient satisfaction with services can be used as an indicator of quality service (Kurniati, 2021).

Currently, the hospital is a growing business are a train, this happened as a result of the entry of foreign investors, the development of class population secondary above, improving per-capita income levels, and increasing criticality for the community in maintaining health and choosing a place for treatment (Ananda, et, al., 2020).

This condition shows the need for service Hospitals that are cut off are increasing in line with the improving economy and public health status. In recent years, the Indonesian hospital industry has experienced significant development with the issuance

of various laws and regulations aimed at encouraging investment and creating better business conditions and hospital services. It has been proven that it is not only the government that is obligated to provide health services to the public, business people are now increasingly actively investing in the Indonesian hospital industry. This has encouraged the emergence of new private hospitals in recent years.

The mushrooming of several new private hospitals gave rise to competition between hospitals in fighting over patients. To be able to win the competition, hospitals must have a competitive advantage compared to other hospitals. Other tools and infrastructure resources are possible to be imitated and also owned by other hospitals, but not so with human resources. Human resources are one of the advantages that should be created, continuously developed and maintained (Prima, 2021).

Like other service industries, the hospital industry is a type of industry that uses a lot of human resources. Human resources are one of the pillars of the organization, which is the driving force for the organization in its efforts to create its vision and mission. Therefore, it must be ensured that these resources are managed as well as possible so that they are able to contribute optimally (Dewi, et, al., 2021).

The hospital is a service organization that has specificity in terms of human resources, infrastructure and equipment that is often used. Hospitals are said to be capital-intensive, human-resource-intensive, technology and science as well as solid regulation. Capital-intensive because hospitals require high investment that meets existing requirements. Intensive human resources because in the hospital there must be various professions and a large number of employees. Congested Technology and science because in the hospital there is increasing equipment related with conditions for implementation in the hospital (Indrayanti, et, al., 2020).

Performance appraisal is used to assess the work of employees in the organization through instrument performance appraisal (Safitri, et, al., 2022). Another opinion according to (Indrayanti, et, al., 2020) performance not only what a person produces, but also how to produce. One of the working conditions of employees can be seen by using *Tools* performance assessment. Performance appraisal has several influences on the human resource function. Performance appraisal can lead to being able to design repeat jobs, provide information to managers or to superiors regarding the effectiveness of recruitment sources, selection, criteria, and procedures. Performance appraisals can also

provide information about needs effectiveness of employee training and development and can provide information regarding design employee compensation.

Number high turnover in RS. Anmarsu Hospice Care Gunung Sindur Bogor is caused by the low compensation received by employees. Based on the results of observations made by the author regarding the performance appraisal system while working here, it was found that with human resources that can be said to be far from the standard completeness of a hospital, Anmarsu Hospital can still operate properly. In addition, the author is also interested in knowing how Anmarsu Hospital evaluates the performance of its human resources, because based on observations during this work, it was found that there were still undisciplined human resources because the reward and punishment system was not enforced, there were also several human resources who complained about the operational system. and SOPs that are always changing, there are also HR. In addition, the authors are also interested in knowing how the quality of service that has been in Anmarsu Hospital so far, and whether the assessment system that has been in place so far has been effective enough in improving services. Because if the performance appraisal system can work effectively then these problems can be diagnosed from the start and it is hoped that this will have implications for compensation policies.

THEORETICAL BASIS

Human Resource Management

According to (Rhomah, et, al., 2022) in his book Human Resource Management states that: Human resource management is the utilization, development, assessment of service provision, and management of individual members of an organization or work group. Human Resource Management often too termed with human resource management, personnel management, personnel management, labor management, labor management, personnel administration and industrial relations.

(Ibrahim & Thawil, 2019) argues that the scope of personnel management is "Job analysis, (determining the nature of employee work), planning workforce requirements and registration of prospective employees, planning of workforce requirements and registration of prospective employees, selection of prospective employees, orientation and training of new employees, management of wages and salaries, provision of intensive

and welfare, assessment performance work, face-to-face communication, (interviews, counseling, and control), manager development.

Nurse Performance

Nursing performance is work performance shown by implementing nurses in carrying out nursing care tasks so as to produce good output to customers (organizations, clients, nurses themselves) within a certain period of time. Signs of good nurse performance are the level of client and nurse satisfaction highest, zero complaints from customers (Hidayati, 2022).

Performance theory states that individual behavior and performance is influenced by variable individual, organizational, and psychological. These variables greatly affect employee groups, which in turn have an effect anyway on employee performance. Actions related to employee performance relate to the work done to achieve work assignment goals. Individual variables include performance skills and abilities, demographic location of family background, socioeconomic and experience. Organizational variables have no direct effect on employee performance and behavior.

Service Quality

According to (Cesariana, et, al., 2022) Service quality is a dynamic condition that affects goods, services, people, processes and the environment that meet or exceed expectations. So the definition of service quality is as an effort to meet the needs and desires of consumers, as well as the accuracy of delivery in meeting consumer expectations. Service quality can be seen by comparing consumers to the services they receive or obtain with the services they expect and want from parts of a company's services (Adiwinoto & Oktariyanda, 2021).

Where the purpose of this service of course can provide a sense of satisfaction and foster a sense of trust in consumers through quality, while maintaining and caring for customer needs accurately and consistently so that customers feel cared for and prioritized, efforts to retain customers so that they remain loyal to use products and services that are offered.

Balanced Scorecard

The Balanced Scorecard is a way of evaluating performance that leads to an outlook for the future, which has four measures to run in the business, industrial, government and organizational fields. The four measures are a financial perspective, a customer

perspective, an internal business process perspective and a learning and growth perspective. (Sirajuddin, et, al., 2021) explains that the Balanced Scorecard does not take experts for financial reports, goals or policies that already exist in the company, but the Balance Scorecard is aprocessing against current business development in the whole world. Strategy and scorecard measurement is a success of goals and vision.

The Balanced Scorecard is a set of tools to motivate employees to realize the company's vision, not only as a performance measurement tool but a management system that focuses on the efforts of people through the organization and achieving organizational goals both primary objectives and secondary objectives (Lestari, et al., 2020).

The concept of the Balanced Scorecard is a strategic performance measurement system using four perspectives that describe the balance between the objectives to be achieved both in the short and long term. In addition, it also shows performance measurement that is not only focused on financial performance but also includes performance non financial.

METHOD

This research includes qualitative research. Qualitative research aims to obtain a complete picture of a matter from the point of view of the human being studied. Qualitative research relates to the ideas, perceptions, opinions or beliefs of the people being studied and all of them cannot be measured by numbers, are phenomenological in nature (Anisah, 2020).

The source of the data in this study was primary data collected by the authors themselves obtained from in-depth interviews, focus group discussions and secondary data obtained from reviewing the performance appraisal documents of RSJ employees. Anmarsu Hospice Care and other documents related to the performance appraisal system.

The analysis used in this study uses content analysis techniques, which are techniques for analyzing data according to the topic or problem under study and then comparing the data obtained with the theory in the literature review. Furthermore, the results of the data analysis that has been made are presented in the form of conclusions and suggestions.

This study uses a descriptive qualitative approach. This research uses qualitative methods with the aim of obtaining in-depth information about the experiences and opinions of informants about the effectiveness of performance appraisal (Ritonga, et, al., 2020). This qualitative research process involves important efforts, such as asking questions and procedures, collecting specific data from participants, analyzing data inductively ranging from specific themes to general themes, and interpret meaning data.

RESULT

General Description

This research was conducted for 2 weeks from 10 August 2020 to 10 November 2020 at the RSJ. Anmarsu Hospice Care. This study aims to analyze the performance of nurses to improve service quality with the balanced method Scorecard. Informants in this study amounted to 3 people, who will be interviewed in person deep. Each informant was interviewed on a different day for approximately 2 hours. Informants in this study consisted of the Head of the RSJ, the HRD section and the doctor in charge who worked at the Anmarsu Hospice Care Mental Hospital.

Organizational Structure of Anmarsu Hospice Care Hospital

A company to achieve the goals that have been set, also determined by the establishment of a good and clear organizational structure. The organizational structure is a framework that describes a fixed pattern of relationships between fields of work in general. The organizational structure must be adapted to the ability of the organization's development to prevent overlapping in the division of tasks which results in a lack of unity of command, especially in the delegation of authority.

With a good organizational structure, each section will know the extent of authority and responsibility owned by someone in carrying out the task. The organizational structure is a vehicle that guarantees the achievement of the activities of people who agree to cooperate in order to achieve a predetermined goal. Thus, the organizational structure is a guide in carrying out tasks in an organization. The organizational structure used by Anmarsu Hospice Care Hospital is an organizational structure whose authorities and responsibilities follow a vertical path. In order to optimize its operations, RSJ Anmarsu Hospice Care Compile organization, the organizational structure in outline consists of the Main Director of Anmarsu Hospice Care Hospital, Head of Anmarsu Hospice Care

Hospital, secretariat/Finance RSJ Anmarsu Hospice Care, Doctor Guarantor answer and Leader.

System Evaluation Value Calculation

Total questions 1-5.....23 x 2 = 46

Total questions 6-40.....140

Total questions 41-50....48 x 2 = 96

Total score 282/325

Based on the results of calculating this score, a total score of 282 is obtained, which means that Anmarsu Hospice Care Hospital has a very good approach in measuring organizational performance. RSJ Anmarsu Hospice Care has a concise database that is linked to scorecard keys and also has a good set of balanced benchmarks. RSJ Anmarsu Hospice Care is also proven to be able to use the data collected to make decisions in improving organizational performance, such an organization can become a benchmark in a measurement.

Performance of the Anmarsu Hospice Care Mental Hospital

From Table below it can be seen that the BOR of Anmarsu Hospice Care Hospital continues to increase every year. But has it experienced a significant decline in?

Table 1. Performance Data of Anmarsu Hospice Care Mental Hospital

There is	80%
THE	73 days
YOU	81.4 days
BTO	0,125
TT	0%

Source: Anmarsu Hospice Care Mental Hospital, 2022

Information :

BOR : 80% 25 beds filled from 40 beds

LOS: total length of stay / number of discharged patients (alive/dead)

TOI : (Number of beds x period) – (inpatient days) / number of discharged patients (alive/deceased)

BTO : Number of patients (life/died) / number of beds

TT : 40 Bed bed

CONCLUSION

Based on the results of research regarding the analysis of nurse performance to improve service quality with the Balanced method Scorecard at the Anmarsu Hospice Care Mental Hospital, it was concluded that:

Based on the results of the calculation of the Balance Scorecard 282 results were obtained, which means that the company already has a very good approach in measuring organizational performance. This also means that Anmarsu Hospice Care Hospital has a concise database that is linked to the key scorecard as well as own a good set of balanced benchmarks. Companies are also proven to be able to use the data collected to make decisions in improving organizational performance. Such an organization can be a benchmark in a measurement.

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