International Journal of Economics, Business and Social Science Research

Volume: 03, Issue: 06 November - December 2025

ISSN 3048-8125

IMPLEMENTATION OF PERFORMANCE MANAGEMENT AT KARAWANG GENERAL HOSPITAL

HERI PRABOWO[1]*, FARAH CHALIDA HANOUM[2] & PUJI LESTARI[3]

[1]Departemen of Management, Faculty of Business and Economics, Universitas PGRI Semarang

[2]Departemen of Management, Faculty of Business and Economics, Universitas PGRI Semarang

[3]Department of Nursing, Faculty of Health, Universitas Ngudi Waluyo, Semarang, Indonesia

https://doi.org/10.37602/IJEBSSR.2025.3604

ABSTRACT

This study aims to measure the performance of Karawang General Hospital using the Balanced Scorecard approach. The performance measurement is divided into four perspectives: financial, learning and growth, internal business processes, and customer perspective. The research utilizes both primary and secondary data from the years 2021 to 2022. The results indicate that, overall, the performance of Karawang General Hospital is categorized as healthy. The financial perspective shows positive outcomes, as evidenced by improved efficiency and Return on Investment (ROI). However, in the learning and growth, internal business processes, and customer perspectives, the hospital is considered to be functioning well, although certain improvements are needed—particularly regarding employee turnover, Bed Occupancy Rate (BOR), Average Length of Stay (ALOS), Turnover Interval (TOI), complaint levels, and customer retention.

Keywords: Performance Measurement, Balanced Scorecard, Hospital.

1.0 INTRODUCTION

From the outset, it's crucial to understand why measuring organizational (company) performance is so crucial. The primary goal of implementing performance measurement is to improve organizational performance so that it can better serve customers, employees, owners, and stakeholders. Until now, performance measurement has focused solely on the financial side and neglected the non-financial side, and this is a mistake. A manager who achieves a high level of profit is considered to have successfully managed their performance. To address this weakness, a financial approach was created that focuses not only on the financial but also on the non-financial side: the Balanced Scorecard concept. The Balanced Scorecard itself, when translated, can mean a balanced performance report. A scorecard is a card used to record the performance scores of an individual or group, as well as to record the planned scores to be realized (Kaplan and Norton, 1996).

The Balanced Scorecard emphasizes that all financial and non-financial measures must be part of the information system for employees at all levels of the company. Front-line workers must understand the financial consequences of their decisions and actions, and senior executives must understand the factors that drive long-term financial success. The objectives and measures in the Balanced Scorecard are more than just a collection of specific financial and non-financial performance measures; they are derived from a top-down process driven by the mission and strategy of the business unit. Therefore, it can be said that the implementation of the Balanced

Volume: 03, Issue: 06 November - December 2025

ISSN 3048-8125

Scorecard concept significantly influences the achievement of company goals, because the Balanced Scorecard can result in improvements and changes made to achieve performance to be achieved in the management of the company's business units. This concept measures through four perspectives: the financial perspective, the customer perspective, the internal business process perspective, and the growth and learning perspective. The Balanced Scorecard is considered suitable for public sector organizations because the object used in this study is a public sector organization, namely Karawang General Hospital, which is a privately owned hospital and the most important thing to pay attention to is its management performance.

The problem formulation that can be taken is how hospital management performance is if measured using the Balanced Scorecard approach, with the aim to be achieved being to know and evaluate hospital management performance if measured using the Balanced Scorecard approach.

2.0 LITERATURE REVIEW

According to Wibisono (2006: 43) Vision is a series of sentences that state the ideals or dreams of an organization or company that it wants to achieve in the future. In short, it can be stated that vision is a statement of want to be from an organization or company. While Mission is a series of sentences that state the purpose or reason for the existence of the organization, which includes services. The mission statement is a compass that helps to find direction and shows the right path (Wibisono, 2006: 46). And corporate strategy is a pattern or plan that integrates the main objectives or policies of the company with a series of actions in a mutually binding statement. Corporate strategy is usually related to general principles to achieve the mission proclaimed by the company, as well as how the company has a specific path to achieve that mission (Wibisono, 2006: 50).

2.1 Definition of Measurement

Performance There are several definitions of performance according to experts, including the opinion expressed by Bastian (2006: 274) that performance is a description of the achievement of the implementation of an activity/program/policy in realizing the goals, objectives, missions, and visions of the organization. Meanwhile, according to Mahsun et al (2006: 145) performance measurement is a process of assessing work progress against previously determined goals and objectives, including information on: efficiency of resource use in producing goods and services; quality of goods and services (how well goods and services are delivered to customers and to what extent customers are satisfied); results of activities compared to the desired goals; and effectiveness of actions in achieving goals.

Performance Measurement Objectives According to Mardiasmo (2002:122) in general, the objectives of a performance measurement system are: (1) To communicate strategies better (top down and bottom up); (2) To measure financial and non-financial performance in a balanced manner so that progress in achieving strategies can be tracked; (3) To accommodate the understanding of the interests of middle and lower level managers and motivate them to achieve good congruence; and (4) As a tool to achieve satisfaction based on a rational individual approach and collective capabilities. The definition of a Balanced Scorecard according to Hansen and Mowen (2009: 366), a Balanced Scorecard is a strategic management system that defines a strategy-based accountability accounting system. The Balanced Scorecard translates the organization's mission and strategy into operational objectives and performance measures in four perspectives, namely the financial perspective, customer perspective, internal business process perspective, and learning and growth perspective (infrastructure).

There are four perspectives in the Balanced Scorecard, including: (1) Financial Perspective, Financial objectives may be very different for each stage of the business life cycle. Business strategy theory offers several different strategies that can be followed by a business unit, from aggressive market share growth to business consolidation, exit, and liquidation. According to Kaplan and Norton (1996: 42) to simplify, it is only identified through three stages, namely Growth, Sustain, and Harvest. (2) Customer Perspective, according to Kaplan and Norton (1996: 60) states the main customer measurement group in general for all types of companies. This measurement group consists of Market Share, Customer Retention, Customer Acquisition, Customer Satisfaction and Customer Profitability. (3) Internal Business Process Perspective, according to Kaplan and Norton (1996: 80) it is explained that in the internal business process perspective, managers identify various processes that are very important to achieve customer and shareholder goals. For the Balanced Scorecard, managers are advised to determine the complete internal value chain that begins with the innovation process, continues with the operations process and ends with after-sales service. (4) Learning and Growth Perspective, The goal in the learning and growth perspective is to provide the infrastructure that enables the ambitious goals of the other three perspectives to be achieved. The goals in the learning and growth perspective are the driving factors for producing exceptional performance in the first three scorecard perspectives (Kaplan and Norton, 1996: 109). In building the Balanced Scorecard in various service and manufacturing companies, three main categories for the learning and growth perspective have been revealed, namely Worker Capabilities, Information System Capabilities, Motivation, Empowerment and Alignment.

2.2 Balanced Scorecard Advantages

Balanced Scorecard approach in a strategic planning system is that it is able to produce strategic plans that have the following characteristics (Mulyadi, 2001: 18): (1) Comprehensive, the Balanced Scorecard broadens the perspectives covered in strategic planning, from those previously limited to the financial perspective, expanding to three other perspectives: customers, business/internal processes, and learning and growth. (2) Coherent, Coherence means establishing a causal relationship between the outputs produced by the strategy formulation system and the outputs produced by the strategic planning system. The strategic objectives formulated in the strategic planning system are a translation of the vision, objectives, and strategies produced by the strategy formulation system. (3) Balanced, The balance of strategic objectives produced by the strategic planning system is important for producing long-term financial performance. And (4) Measurable, The measurability of strategic objectives produced by the strategic planning system promises the achievement of various strategic objectives produced by the system.

2.3 Benefits of the Balanced Scorecard

The benefits of the Balanced Scorecard emerge when the Scorecard is transformed from a measurement system into a management system. As the Balanced Scorecard is increasingly implemented in various companies, it can be seen that the Balanced Scorecard is used to

Volume: 03, Issue: 06 November - December 2025

ISSN 3048-8125

(Kaplan and Norton, 1996: 17): (1) Clarify and generate consensus on strategy, (2) Communicate strategy throughout the company, (3) Align departmental and personal objectives with corporate strategy, (4) Link strategic objectives with long-term goals and annual budgets, (5) Identify and align strategic initiatives, (6) Conduct periodic strategic reviews of strategic initiatives, and (7) Obtain the feedback needed to learn and improve strategy.

2.4 Previous Research

Several previous studies on the Balanced Scorecard have been conducted in several companies to measure their management performance. The study has shown that performance measurement with the Balanced Scorecard approach provides more accurate information, because it not only measures financial performance, but also non-financial. Some previous studies are as follows: Rumintjap (2013), with his study entitled "Implementation of the Balanced Scorecard as a Benchmark for Performance Measurement at Noongan Regional General Hospital" with the aim of the study being to determine the performance of Noongan Regional General Hospital according to the Balanced Scorecard and to determine the differences between traditional performance measurement and the Balanced Scorecard, and the results of the study are the application of the Balanced Scorecard that has been formulated with its vision, mission, and strategy and the results of the study show that the hospital's performance is said to be quite good. Fathoni and Kesuma (2011) in their study entitled "Analysis of Hospital Performance Assessment with the Implementation of the Balanced Scorecard (Case Study of "ABC" Hospital)" with the aim of the study being to determine the performance of "ABC" Hospital in 2009 based on targets and realization of work programs using the Balanced Scorecard. And the results of the study are based on four perspectives, namely financial perspective, customer satisfaction, internal business processes, and learning and growth which are used as performance assessment indicators for Hospital objects, it can be said to be good.

3.0 PERFORMANCE MANAGEMENT APPLICATION

3.1 Public service

Law No. 25 of 2009 concerning Public Services defines public services as activities or a series of activities in order to fulfill service needs in accordance with laws and regulations for every citizen and resident for goods, services, and administrative services provided by public service providers. Citizens expect that public services can serve the community with honesty and can manage revenue sources appropriately, and can be accountable to the public. Because fair and accountable public services will generate public trust, public service ethics are essential as a pillar, and public trust is essential as a foundation for realizing good governance.

3.2 Quality of Public Services

The definition of public service quality is the extent to which a public facility provides services to the general public. The government is required to provide quality public services, the relationship between quality and service is stated by Sampara Lukman that: "service quality is the service provided to customers in accordance with service standards that have been standardized as guidelines in providing services. Service standards are measures that have been determined as a standardization of good service" (Lukman, 1999).

International Journal of Economics, Business and Social Science Research

Volume: 03, Issue: 06 November - December 2025

ISSN 3048-8125

3.3 Performance

Several definitions of performance according to several experts are presented below. Rai (2008:280) defines "performance as something achieved, demonstrated accomplishments, or work capabilities." Rivai and Sagala (2011:548-549) define "performance as a function of motivation and ability."

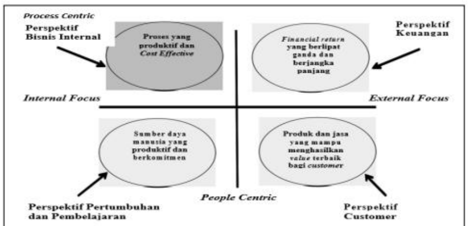
Bastian (2006:274) defines “performance as a description of the achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission and vision of the organization”. Based on various views of the definition of performance, it can be concluded that performance is an achievement of a program, activity, or policy in achieving the vision and mission of the organization. And it can be said as the result of the evaluation of activities that have been carried out by looking at the comparison of the achievement of targets against the criteria that have existed and been previously compiled by the organization. In this study, it was conducted to see the application of the Balanced Scorecard as a measurement of the performance of an organization.

3.4 Performance Measurement with Balanced Scorecard

The Balanced Scorecard is an approach that translates a company's vision and strategy into objectives from measurements viewed from four perspectives and translates a business unit's vision and strategy into tangible objectives and measurements.

The Balanced Scorecard evolved in line with the development of the concept's implementation. Therefore, the balanced scorecard is considered comprehensive enough to motivate executives to achieve sustainable performance. Based on the balanced scorecard concept, the financial performance achieved by executives is the result of satisfying customer needs, implementing productive and cost-effective processes, and developing more productive and committed personnel.

Initially implemented, the balanced scorecard was a contemporary management tool designed to enhance a company's ability to sustainably achieve outstanding financial performance. This success was based on the use of comprehensive balanced scorecard performance measures. By adding non -financial performance measures, executives were encouraged to demonstrate and execute the efforts that truly drive financial performance. During the implementation phase, plan implementation was monitored using the balanced scorecard approach. During the monitoring phase, performance measurement results were communicated to executives to provide feedback on their performance, enabling them to make informed decisions about their work.



Sumber : Mulyadi,(2009)

Gambar 1
Keseimbangan Sasaran-sasaran Strategik yang ditetapkan dalam Perencanaan Strategik

3.5 Perspectives in the Balanced Scorecard Financial Perspective

From a financial perspective, in measuring the financial performance of government organizations, one of the concepts used is the concept of value for money. The concept of value for money is a concept for measuring the economy, effectiveness, and efficiency of program and activity performance. To measure this financial perspective, a value for money or 3E measuring instrument is used. This instrument consists of 3E, namely: economic ratio, efficiency ratio, and effectiveness ratio.

3.6 Customer Perspective

Table 1. Financial Perspective of the year 2019 - 2021

Known	Weight	KPI	Reali month	Tar get	Weig ht Indic es ator	Kinerja (%)	Bobot Indices ator x Kinerja
2019	Weight 25 %	ROI	14.71%	15%	0.25	0.98	0.24
		Ratio Efficiency	71.28%	100%	0.25	0.71	0.18
		Ratio Effectiveness	117.25%	100%	0.25	1.17	0.29
		Ratio Economy	84.91%	100%	0.25	0.85	0.21
					1	3.71	0.92
2020	Weight 25 %	ROI	19.59%	15%	0.25	1.31	0.33
		Ratio Efficiency	83.33%	100%	0.25	0.83	0.21
		Ratio Effectiveness	124.38 %	100%	0.25	1.24	0.31
		Ratio Economy	93.55%	100%	0.25	0.94	0.23
					1	4.32	1.08
2021	Weight 25 %	ROI	0.09%	15 %	0.25	0.006	0.0015
		Ratio Efficiency	111%	100 %	0.25	1.11	0.27
		Ratio Effectiveness	100.09 %	100 %	0.25	1.00	0.25
		Ratio Economy	90.70%	100 %	0.25	0.92	0.23
					1	3.04	0.75

Volume: 03, Issue: 06 November - December 2025

ISSN 3048-8125

In the customer perspective, the Balanced Scorecard at Karawang General Hospital identifies the customers and market segments to be entered.

The customer perspective allows companies to align key customer metrics (satisfaction, loyalty, retention, acquisition, and profitability) with target customers and market segments. The customer perspective metrics are generally the same for all company types. These metrics include: Customer Retention; Customer Acquisition; and Customer Satisfaction Index.

3.7 Internal Business Process Perspective

Table 2. Customer Perspectives of the Year 2019-2021

Year	Weight	KPI	Realization	Target	Weight Indicator	Performance yes (%)	Indicator Weight x Performance
2011	Weight 25 %	DRILL	64.49 %	71.4%	0.15	0.90	0.14
		LOS	4.05	3.96	0.12	1.02	0.12
		BTO	70.4	70.49	0.15	0.99	0.15
		TOI	1.85	2.3	0.13	0.80	0.10
		GDR	39.46	45	0.12	0.87	0.10
		NDR	17.3	22	0.13	0.78	0.10
		Response Time	20	15	0.20	1.33	0.27
					1	6.69	0.98
2012	Weight 25 %	DRILL	64.68 %	71.4%	0.15	0.91	0.14
		LOS	4.34	3.96	0.12	1.10	0.13
		BTO	66.18	70.49	0.15	0.93	0.14
		TOI	1.96	2.3	0.13	0.85	0.11
		GDR	32.92	45	0.12	0.73	0.09
		NDR	15.47	22	0.13	0.70	0.09
		Response Time	20	15	0.20	1.33	0.26
					1	6.54	0.96
2013	Weight 25 %	DRILL	73.94 %	71.4%	0.15	1.03	0.15
		LOS	4.54	3.96	0.12	1.14	0.13
		BTO	72.73	70.49	0.15	1.03	0.15
		TOI	1.3	2.3	0.13	0.56	0.07
		GDR	31	45	0.12	0.69	0.08
		NDR	14.4	22	0.13	0.65	0.08
		Response Time	20	15	0.20	1.33	0.26
						6.28	0.95

ISSN 3048-8125

In an internal business perspective, based on the national health service measurement standards (Ministry of Health of the Republic of Indonesia, 2005), hospital service indicators can be used to determine the level of utilization, quality, and efficiency of hospital services, including: Outpatient Indicators, Inpatient Indicators, BOR (Bed Occupancy Ratio): AvLOS (Average Length of Stay); TOI (Turn Over Interval): Turnover interval; BTO (Bed Turn Over): Bed turnover rate.

3.8 Learning and Growth Perspective

From a learning and growth perspective, the benchmarks used are: Job Satisfaction; Employee Retention; Productivity; Training.

4.0 RESULTS AND DISCUSSION

4.1 Measurement and weighting

Table 3. Process Perspective Business Internal year 2019-2021

Year	Weight	KPI	Realization i	Target et	Weight Indices ator	Perform ance (%)	Weight Indicator rx Performance
2019	Weight 25%	Patient New	35.98 %	50%	0.3	0.72	0.21
		Satisfaction Patient	71.38%	85%	0.4	0.84	0.34
		Retention Patient	64.41%	90%	0.3	0.72	0.21
					1	2.27	0.76
2020	Weight 25%	Patient New	37.86%	50%	0.3	0.76	0.23
		Satisfaction Patient	71.38%	85%	0.4	0.83	0.33
		Retention Patient	62.14%	90%	0.3	0.69	0.21
					1	2.28	0.77
2021	Weight 25%	Patient New	35.38%	50%	0.3	0.70	0.21
		Satisfaction Patient	71.38%	85%	0.4	0.83	0.33
		Retention Patient	64.62%	90%	0.3	0.72	0.22
					1	2.26	0.76

Table 4. Growth Perspective Learning year 2019-2021

Year	Weight	KPI	Realization	Target	Bob not Indicator	Performance yes (%)	Weight x indicator Performance
2019	Weight 25 %	Satisfaction Level Employee	71.38 %	85 %	0.4	0.84	0.34
		Retention Employee	2.84	1 %	0.3	2.84	0.85
		Level Productivity Employee	5.61	10 %	0.3	0.56	0.16
					1	4.39	1.35
2020	Weight 25 %	Level Satisfaction Employee	71.38 %	85 %	0.4	0.84	0.34
		Retention Employee	1.86	1 %	0.3	1.86	0.55
		Level Productivity Employee	6.82	10 %	0.3	0.68	0.20
					1	3.38	1.09
2021	Weight 25 %	Level Satisfaction Employee	71.38 %	85 %	0.4	0.84	0.34
		Retention Employee	0.6	1 %	0.3	0.6	0.18
		Level Productivity Employee	7.11	10 %	0.3	0.71	0.21
					1	2.21	0.72

the Balanced Scorecard Calculation and Weighting, then the results of the achievements from each Balanced Scorecard perspective can be obtained, which can be seen in the table below:

Table 5. Perspective of Balanced Scorecard Calculation and Weighting Results in 2019

Perspective	Perspective Weight	Performance	Perspective Weight x Performance
Finance	25	0.92	23
Customer	25	0.76	19
Internal Business Processes	25	0.95	23.75
Growth and learning	25	1.33	33.75
Total perspective score	100	3.98	99.5

Table 6. Perspective of Balanced Scorecard Calculation and Weighting Results in 2020

Perspective	Perspective Weight	Performance	Perspective Weight x Performance
Finance	25	1.09	27.25
Customer	25	0.77	19.25
Internal Business Processes	25	0.95	23.75
Growth and learning	25	1.09	27.25
Total perspective score	100	3.9	98.25

Table 7. Perspective of Balanced Scorecard Calculation Results and Weighting in 2021

Perspective	Perspective Weight	Performance	Perspective Weight x Performance
Finance	25	0.75	18.75
Customer	25	0.77	19.25
Internal Business Processes	25	0.95	23.75
Growth and learning	25	0.73	18.5
Total perspective score	100	3.9	80

5.0 CONCLUSION

Based on research and analysis of performance measurement at Karawang General Hospital using the Balanced Scorecard method, several conclusions were drawn relating to the results of the analysis and measurements that have been carried out.

Based on performance measurements and calculations using the Balanced Scorecard method at Karawang General Hospital, the following conclusions can be drawn:

Table 8. Balanced Scorecard Calculation Results

Year	Score

2019	**99.5%**
2020	**98.25%**
2021	**80%**

It can be seen from the table above that every year Karawang General Hospital experiences a decline in performance, although the condition of the hospital is still at the Very Healthy performance score.

BIBLIOGRAPHY

1. Kaplan, R. S. & Norton, D. P. (2008). The executing premium: Linking strategy to operations for competitive advantage. USA: Harvard Business School Press.
2. Parianti, Ni Putu Ika; Sudana, I Sudana, Research on the Performance of Buleleng District Hospital with a Balanced Scorecard Perspective, 2012.
3. Yasa, Gd Menari; Suwendra, I wayan, Performance Measurement Using the Balanced Scorecard Concept at Parama Sidhi Singaraja General Hospital, 2012.
4. Wiyati, Rita, Implementation of Performance Measurement with Balanced Scorecard (Case Study at Selatpanjang Regional Hospital), vol. 6, 2014.
5. Yuwono, Sony; Sukarno, Edi; Ichsan, Muhammad, Balanced Scorecard, Jakarta, 2007.
6. Mulyadi, Integrated System for Personal Performance Management Based on BALANCED SCORECARD, Yogyakarta: UPP STIM YKPN, 2014.
7. Rangkuti, Freddy, SWOT BALANCED SCORECARD: Techniques for Developing Efficient Corporate Strategies Plus Managing Performance and Risk, Jakarta: Kompas Gramedia, 2011.
8. “Getting to Know the Balanced Scorecard (BSC),” [Online]. Available: http://jsofian.wordpress.com/2006/07/19/berkenalan-denganbalanced-scorecard-bsc/.
9. D. Pratiwi, “Understanding SWOT analysis,” [Online]. Available: http://www.academia.edu/50908 49/Pengertian_analisis_SWOT.
10. Adi, Fullstyle, “Scribd,” [Online]. Available: https://www.scribd.com.
11. “SWOT Analysis, Definition and Examples,” [Online]. Available: http://carapedia.com/.

