

# EMPIRICAL STUDY OF THE PERFORMANCE OF THE BAUBAU CITY REGIONAL GENERAL HOSPITAL USING THE BALANCED SCORECARD APPROACH

Samsul Bahari

Universitas Muhammadiyah, Indonesia

## ABSTRACT

*This study aims to determine the performance of the Baubau City Regional Hospital using the Balanced Scorecard performance measurement tools using four perspectives, namely financial, customer, internal business processes, and learning and growth. The Baubau City Regional General Hospital is one of the referral hospitals for health facilities that belong to the Baubau municipal government and are the cornerstone of the Baubau City health service facilities. Therefore, the Baubau City Regional General Hospital must always measure how well its performance is in a certain period in order to be a basis in evaluating its performance both in increasing profits and the quality of its services. The research method used is descriptive method using qualitative and quantitative approaches. The study was conducted at the Baubau City Regional General Hospital, located in Southeast Sulawesi Province. The results showed based on performance measurement using the Balanced Scorecard method of measuring the performance of the Baubau City Hospital. The measurement results are based on three perspectives, each of which has good and unfavorable performance results, namely financial perspective, internal business processes, and learning and growth. While from the customer's perspective it is quite good. Keywords: performance measurement, balanced scorecard method, baubau regional general hospital The measurement results are based on three perspectives, each of which has good and unfavorable performance results, namely financial perspective, internal business processes, and learning and growth. While from the customer's perspective it is quite good. Keywords: performance measurement, balanced scorecard method, baubau regional general hospital*

**Keyword:** Performance, Services, Hospital

## 1. INTRODUCTION

Pressure on central and regional government organizations as well as government-owned companies, and other public sector organizations to improve their performance encouraged the development of performance-based public sector organization management systems. In order to achieve these targets it is necessary to take measurements in assessing their performance. Likewise, hospital performance is increasingly demanded to provide professional services such as business organizations, although it is non-profit.

Performance measurement is a process of evaluating work progress towards the achievement of specified goals and objectives, including information on the efficient use of natural resources in producing goods and services, quality of goods and services, comparison of results of activities and targets, and effectiveness of actions in achieving goals.

So far, performance measurement has only been done traditionally and only focused on the financial side only. Performance measurement systems that only emphasize the financial aspects are often known as traditional performance measurement systems that only reflect the success of an organization in the short term without thinking about long-term success. Performance measurement from financial aspect is easily manipulated in accordance with management interests so that measurement using finance alone is not appropriate if applied in a hospital, because a

hospital certainly has the main objective of providing the best possible health services to the community, besides that performance measurement is only based on finance will result in the number of potential human resources at the hospital can not be measured.

*Balanced Scorecard* is a performance measurement which is a new framework for integrating various financial and non-financial company performance measurements taken from the Kaplan and Norton corporate strategy (2000: 16). In the beginning, the Balanced Scorecard was used by organizations whose business was only oriented to seeking profit, but along with the development of business competition the Balanced Scorecard was also applied in measuring the performance of nonprofit organizations. The Balanced Scorecard is considered capable of being used in measuring company performance for non-profit organizations. In the Balanced Scorecard method in addition to oriented to the financial aspects, but also pay attention to the evaluation of non-financial aspects.

Much research has been done on the Balanced Scorecard by researchers one of them by Ari Subagyo with the title "Analysis of the Use of the Balanced Scorecard as a Performance Tool". This research was conducted at the Dr. Moewardi Regional General Hospital in Surakarta. This research was conducted to find empirical evidence of hospital performance based on measurements by the Balanced Scorecard method. From the results of previous studies, it can be obtained that the performance measurement using the Balanced Scorecard at Dr. Moewardi Hospital Surakarta shows quite good and is expected to experience an increase in the years to come. Rumatjap (2013) applies the Balanced Scorecard as a measurement of performance measurement at Noongan District Hospital.

## LITERATURE REVIEW

### Performance measurement

According to Mulyadi & Setyawan (1999: 227) performance measurement is a formal effort made by an organization to evaluate the results of activities that have been carried out periodically based on the targets, standards and criteria that have been set previously. The main purpose of performance measurement is to motivate employees to achieve organizational goals and comply with predetermined standards of behavior in order to produce the desired action. The basic philosophy that can be used in planning a performance measurement system must be adjusted to the company's strategy. An effective performance measurement system is a measurement system that can facilitate management to carry out the control process and provide motivation to management to improve and improve its performance.

According to Mulyadi & Setiawan (1999: 212-225) the benefits of performance measurement systems are:

- a. Track performance against customer expectations and get all personnel involved in efforts to give satisfaction to customers
- b. Motivate employees to perform services as part of the internal customer and supplier chain
- c. identify various wastes while encouraging efforts to reduce waste
- d. make a strategic goal that is still obscure in time

### Measurement of public sector performance

According to Mahmudi (2010: 12) performance measurement is a tool to assess organizational success. In the context of public sector organizations, the success of the organization will be used to gain public legitimacy and support. The public will assess the success of public sector organizations through the organization's ability to provide relatively inexpensive and quality public services. These public services are the bottom line in public sector organizations. Public sector performance measurement system is a system that aims to help public managers assess the achievement of a strategy through financial and non-financial measurement tools. The measurement of public sector performance is carried out to meet three purposes. First, the measurement of public sector performance is intended to assist the government. Performance measures are intended to help the government focus on the goals and objectives of work unit programs. Second, public sector performance measures are used for resource allocation and decision making. Third, public sector performance measures are intended to realize public accountability and improve institutional communication.

### Balanced Scorecard

The balanced scorecard is a set of measures designed to assess organizational performance as a measure of organizational performance. According to Kaplan and Norton (2000: 22) states that the Balanced Scorecard framework translates the organization's vision, mission, and strategy in measuring future organizational performance, and requires a comprehensive performance measure through four perspectives namely financial, customer, internal business processes, and growth and learning. The four perspective indicators used in the measurement of the Balanced Scorecard at the hospital are:

### 1. Financial Perspective

The financial perspective on a hospital can be measured by conducting a survey of hospital leaders regarding its financial performance, use of funds, earning revenue, and budget conformance expenditure. The types of financial ratios that are often used to assess financial condition and company performance that will be implemented in hospitals include:

- a. Liquidity Ratio; Liquidity ratios are ratios that illustrate a company's ability to meet its short-term obligations that are due soon. The liquidity ratio that is often used is the current ratio where this ratio serves to measure the company's ability to meet its short-term obligations that are due soon by using the total available liquid assets.
- b. Capital structure ratio or solvency ratio; Capital structure ratio or solvency ratio is a ratio that illustrates the company's ability to meet all its obligations. Ratio ii explains the amount of financing the total wealth of hospitals financed from their own capital.
- c. Activity ratio; Activity ratio is the ratio used to measure the level of efficiency over the use of resources owned by the company or to assess the company's ability to carry out its daily activities.
- d. Return on investment ratio; The ratio of return on investment serves to measure the level of return on investment made by the company either by using the total assets owned by the company or using funds from the owner.

### 2. Customer perspective

From a customer perspective, public sector organizations are focused on meeting people's satisfaction through providing quality public goods and services at affordable prices. According to Kaplan and Norton (2000: 61) indicators that will be calculated in the customer's perspective, i.e. consists of customer satisfaction, customer retention, acquisition of new customers, customer profitability, and market share in the target segment.

### 3. Internal business process perspective

The internal business process perspective on public organizations is to build organizational excellence through continuous improvement of the organization's internal processes. According to Mahmudi (2010: 145) in order to improve the performance of internal business perspectives, public sector organizations must identify the main technologies that need to be owned and determine the size and performance targets. The indicators for measuring internal business processes consist of:

- a. Innovation Process; In the process of innovation managers carry out market studies to recognize market size, the form of customer preferences, and the price level of the target product and service.
- b. Operation process; According to the Indonesian Ministry of Health (2005) indicators used to determine the level of inpatient visits are:
  - 1) BOR (Bed Accupancy Ratio) is the percentage of bed usage at a certain time unit.
  - 2) AVLOS (Average Length of Stay) is the average length of stay of a patient
  - 3) TOI (Internal Turn Over) is the average day when a bed is not occupied from being filled to the moment it is filled.
  - 4) BTO (Bed Turn Over) is the frequency of use of a bed in a period of time the bed is used in a certain time unit
  - 5) NDR (Net Death Rate) is the death rate 48 hours after being treated for every 1000 patients discharged
  - 6) GDR (Gross Death Rate) is the general death rate for every 1000 sufferers out

### 4. Learning and growth perspective

According to Kaplan and Norton (2000: 11) indicators on measuring performance from a growth and learning perspective are as follows:

- a. Employee Retention; The purpose of employee retention is to maintain as long as possible the workers who are interested in the company. The company makes a long-term investment in workers so that every time a worker stops there is a loss of intellectual capital for the company.
- b. Employee productivity; Employee productivity is a measure of results, the overall impact of efforts to improve employee morale and expertise, innovation, internal processes and customer satisfaction. The purpose of employee productivity is to compare the output produced by workers with the number of workers deployed to produce that output.
- c. Employee training ratio; According to Kaplan and Norton (2000: 111) measurement of employee training ratios is done by comparing the number of employees taking part in training that year compared to the number

of employees in that year. The increase in employee training ratio shows that hospital performance is good in terms of employee training aspects.

### Hospital

A hospital is a health service institution that conducts complete individual health services that provide inpatient, outpatient and emergency care services. The basic nature of the hospital is the fulfillment of the needs and demands of patients who expect to solve their health problems at the hospital. In KMK No. 34 of 2010 concerning the classification of hospitals explained that hospitals are classified according to the task, class and scope of work in carrying out health services. In article 4 of Chapter III of KMK No.34 it is explained that there are four types of hospitals according to the class of service and the scope of health services provided, which consists of hospitals type A, type B, type C and type D. In accordance with the Law number 32 of 2004 concerning local government,

In this case health services must always be improved with the aim of providing more equitable and quality services to all levels of society. With the increase in the class of general hospitals from type C hospitals to type B hospitals, of course these hospitals must have a better quality of service, especially the ease of getting services.

The task of public hospitals is to carry out health service efforts in an effective and effective manner by prioritizing healing and recovery which are carried out in a harmonious and integrated manner by enhancing and preventing and implementing referral efforts. According to Law no. 44 of 2009 the function of the hospital is to provide medical treatment and recovery services in accordance with hospital service standards.

### RESEARCH METHOD

The research method that will be used is descriptive method, namely research on specific phenomena or populations obtained by researchers from subjects in the form of individuals, organizations, industries or other perspectives. And explain the characteristics of the subjects studied and examine various aspects of a particular phenomenon then offer a problem idea for further testing or research (Indriantoro and Supomo, 1999: 88).

The object of this research is the Baubau District Hospital which is one of the public sector organizations owned by the City Government of Baubau. Performance measurements carried out include financial and non financial measurements. In the measurement of performance also used questionnaires with outpatients respondents Baubau City Hospital. The data used in this study are as follows:

1. Primary Data is data obtained directly through the distribution of questionnaires to patients and employees of the Baubau Regional Hospital.
2. Secondary data is data obtained from annual reports for three years, namely 2017-2018, literature study, literature, and various documents relating to the analysis of company performance with the Balanced Scorecard concept. Secondary data needed in this study includes the financial statements of Baubau Regional Hospital, recapitulation of inpatient and outpatient visits, employee data, as well as an overview of the company.

### DATA ANALYSIS AND DISCUSSION

The performance measurement of Baubau municipal hospitals (RSUD) based on the Balanced Scorecard method consists of four perspectives namely financial perspective, customer perspective, internal business perspective, and learning and growth perspective.

#### Financial Perspective.

In measuring performance from the financial perspective, Kota Baubau Hospital uses benchmarks from the following ratios, they are Liquidity Ratio (Current Ratio), Solvency ratio, Activity ratio.

*Current Ratio* is a ratio used to measure a company's ability to meet its short-term obligations which will soon mature using the total available current assets. The current ratio of hospitals in Baubau City Hospital in 2017-2018 is as follows:

**Table 1.** *Current Ratio* Baubau City Hospital 2017-2018

Year	Current Assets (in rupiah)	Current Money (in rupiah)	Current Ratio	Ideal Standards
2017	11,213,599,060	2,431,097,056	4.61	1.75 -2.75
2018	8,520,494,318	4,879,602,496	1.73	1.75 - 2.75

Referring to table 1, the current ratio value in 2017 is greater than the maximum standard maximum standard. This shows that the financial performance of the Baubau City Hospital in terms of the current ratio achieved good performance in 2017. The current ratio of the Baubau City Hospital in 2017 is 4.61, it can be defined that the total current assets are 4.61 times the total current liabilities or every Rp. 1 current obligation guaranteed by Rp. 4.61 current assets. The current ratio value in 2018 of 1.73 can be interpreted that the total current assets of the City Hospital of Baubau in 2018 are 1.73 times the amount of current liabilities or every Rp 1 of current liabilities is guaranteed by Rp 1.73 of current assets. This shows that the current ratio of the 2017-2018 Regional Hospital of Baubau City has decreased.

*Solvency ratio* used in measuring the solvency of the City Hospital of Baubau is to measure how far the assets of the City Hospital of Baubau are financed from their own capital to total assets. The results of the ratio measurement are as follows:

**Table 2.** Own Capital Ratio to Total Assets of Baubau City Hospital 2017-2018

Year	Own Capital (in rupiah)	Total Assets (in rupiah)	Ratio of Own Capital to Total Assets	Ideal Standards
2017	102,953,001,555	106,155,490,712	.97	0.4 -0.5
2018	103,621,062,399	108,518,664,895	0.95	0.4 - 0.5

Source: secondary data (processed) for 2017-2018

Based on table 2 shows that the financial condition of the City of Baubau Hospital in terms of its own capital to total assets ratio is very good because it is above the ideal standard but the consistency in maintaining its value is not good enough based on the ratio value which decreased by 0.02 in 2018 which is worth 0.95. The ratio of own capital to total assets in 2017 of 0.97 can be interpreted that as much as 97% of the total assets of the City Hospital of Baubau are financed from their own capital. In 2018 the ratio of own capital to total assets amounted to 0.95 or 95% of the total assets of the City Hospital of Baubau self-financed. This good ratio occurs because most of the equity is utilized by adding some fixed assets.

*Activity ratio* used by the City Hospital of Baubau is to analyze the relationship between operating income and investment in various forms of assets, including the turnover period and total asset turnover.

- 1) The receivable turnover period (collection period) is used to measure the number of times the funds held in accounts receivable will rotate in one period or how long the average collection of receivables, the better the receivable turnover period. The following table describes the receivable turnover period at the Baubau City Hospital:

**Table 3.** Accounts receivable turnover period in Baubau City Hospital 2017-2018

Year	Trade Receivables (in rupiah)	Number of Periods (in days)	Operating Income (in rupiah)	Receivables Turnover Period (in days)	Ideal Standards (in days)
2017	5,097,693,332	365	78,339,942,954	24	50 -70
2018	3,216,769,481	365	56,054,963,506	21	50 -70

Source: secondary data (processed) for 2017-2018

Refer to table 3 of the accounts receivable or billing turnover period in 2017 for 24 days. This reflects that in 2017 the City Hospital of Baubau needed 24 days to collect its receivables or convert the receivables to income, meaning that the faster the collection period for the receivables, the smaller the risk of uncollectible receivables would be. The receivables collection period is 2018 for 21 days. This reflects that in 2018 the City Hospital of Baubau needed 21 days to collect its receivables or convert receivables into income. This means that the accounts receivable turnover period in Baubau City Hospital from 2017-2018 is very good.

Factors that cause the period of paying off receivables in the City Hospital of Baubau are better than the ideal standard set because most of the receivables are claims against BPJS. Every month the City Hospital of Baubau collects its claims with the BPJS. Claims submitted must first be verified in accordance with the basic rules of the BPJS, then claims that have fulfilled the requirements will be repaid via bank transfer. The verification and repayment process is done every month. So the risk of uncollectible receivables gets smaller.

- 2). Total Asset Turnover (Total Asset Turnover); This ratio shows several times the Baubau City Hospital funds invested in a revolving asset in one year.

**Table 4.** Calculation of Total Asset Turnover Baubau City Hospital 2017-2018

Year	Total Revenue (in rupiah)	Total Assets (in rupiah)	Total Asset Turnover	Ideal Standards
2017	78,439,942,954	106,155,490,712	.74	0.9 -1.1 times
2018	56,054,963,506	108,518,664,895	0.52	0.9 -1.1 times

Source: secondary data (processed) for 2017-2018

For two years the total assets of Baubau City Hospital were lower than the ideal standard. This reflects that the financial condition of the Baubau City Hospital in terms of total asset turnover shows poor performance. Refer to table 4 total assets turnover in 2017 of 0.74 times a year. 2018 is even lower at 0.52 times a year. A low asset turnover illustrates the low level of efficient use in generating income and slower revenue acquisition. The cause of the decrease in the level of turnover during the year 2017-2018 is an insignificant increase in the number of assets not followed by an increase in the amount of income earned.

*Return On Investment Ratio* used in measuring the financial performance of the Baubau City Hospital is as follows:

1). Return on Assets

Return on Assets used by the City Hospital of Baubau are as follows:

**Table 5.** Calculation of Return On Asset Baubau City Hospital 2017-2018

Year	Surplus / Deficit (in rupiah)	Total Assets (in rupiah)	Return On Asset	Ideal Standards
2017	26,304,229,308	106,155,490,712	0.25	0.025 -0.15
2018	668,060,844	108,518,664,895	0.006	0.025 -0.15

Source: secondary data (processed) for 2017-2018

Based on the results of the analysis, the ratio of return on asset value in 2017 which is 0.25 means that the ROA ratio in 2017 is not good because it has not reached the ideal standard, in 2018 the value of ROA only reaches 0.006 it can be concluded that the ROA value of Baubau City Hospital from 2017-2018 not meet ideal standards. The reason is because in 2017-2018 the amount of income is smaller than the amount of expenditure.

2). Return on Equity

Return on equity used by the Baubau Regional Hospital is as follows:

**Table 6.** Calculation of Return On Equity Baubau City Hospital 2017-2018

Year	Surplus / Deficit (in rupiah)	Total Equity (in rupiah)	Return On Equity	Ideal Standards
2017	26,304,229,308	102,953,001,555	0.25	1
2018	668,060,844	103,621,062,399	0.006	1

Source: secondary data (processed) for 2017-2018

*ROE* shows the extent to which the City of Baubau Hospital can manage its own capital effectively, by measuring the ability of its own capital to generate net profits with a standard value 1. The ROE calculation results in table 4.6 show that in 2017 the value of the ROE ratio of 0.25 in 2018 values ROE ratio of 0.006. From 2017-2018 hospitals are less effective in managing their own capital. This is due to the increasing amount of expenses from 2017-2018 which causes a deficit balance which can be seen in the operational report of the Baubau City Hospital for the year ending until 31 December 2018.

*Cost Recovery Rate* shows how much the ability of hospitals to cover costs (not including salaries and civil servant benefits) of total hospital revenue (not including government subsidies). The CRR results shown at the Baubau City Hospital are as follows:

**Table 7.** Cost Recovery Rate Calculation Baubau City Hospital 2017-2018

Year	Revenue (in rupiah)	Operating costs (in rupiah)	Cost Recovery Rate	Ideal Standards
2017	24,659,008,506	36,325,097,514	0.68	> 1
2018	17,010,997,393	35,872,572,784	0.47	> 1

Source: secondary data (processed) for 2017-2018

The results of the 2017-2018 cost recovery rate calculation of 0.68 and 0.47 illustrate that the revenue of the Baubau City Hospital has not been able to cover its operational costs because the CRR ratio for 2017-2018 has not met the ideal standard of  $> 1$ .

### Customer Perspective

**Table 8.** Measurement of Customer / Patient Acquisition at Baubau City Hospital  
Year 2017-2018

Year	Number of patients	New patient	acquisition
2017	68566	14314	20.88%
2018	90451	20534	22.70%

Table 8 shows that the Baubau City Hospital in 2018 experienced an increase in acquisition. This explains that the Hospital's performance in attracting new patients is very good.

#### a. Customer or patient retention

**Table 9.** Measuring Customer Retention at Baubau City Hospital  
Year 2017-2018

Year	Number of patients	Retention
2016	75303	-
2017	68566	91.05%
2018	90451	131.92%

Source: Medical Record Section of Baubau City Hospital

Table 4.8 shows that the Baubau District Hospital in 2017 -2018 experienced an increase in the number of patients due to an increase in facilities and infrastructure as well as adequate medical personnel services.

#### b. Customer satisfaction

**Table 10.** Customer Service Questionnaire for Patient Satisfaction in RSUD Kota Baubau

No	Very dissatisfied	Not satisfied	Quite satisfied	satisfied	Very satisfied
total	1 x 10 = 10	69 x 10 = 690	110 x 10 = 1100	297 x 10 = 2970	63 x 10 = 630
Percentage	0.18%	12.78%	20.37%	55%	11.67%

Table 10 shows that the percentage acquisition in the "Very dissatisfied" category has a total of 10 with a percentage of 0.18%, the "Unsatisfied" category has a total of 690 with a percentage of 12.78%. Meanwhile, the category "Quite satisfied" had a total of 1100 with a percentage of 20.37%, the "Satisfied" category had a total of 2970 with a percentage of 55%, and the last in the "Very satisfied" category had a total of 630 with percentage of 11.67%. So it can be concluded that the majority of patients claim to be satisfied with the services provided by the City Hospital of Baubau.

### Internal Business Perspective.

#### a. Innovation Process

The innovation process that represents an internal business perspective is measured by the number of new products produced. The measurement process for innovation is the number of new service sales compared to total service revenue. Based on the medical services in the City Hospital of Baubau in 2017-2018 the City Hospital of Baubau did not add new types of services, the absence of adding new types of services reflects the performance of the hospital from the aspect of innovation process which is classified as not good.

#### b. Operation process

Indicator	Year		Average	Ideal Standards
	2017	2018		
DRILL	40.89%	41.52%	62%	65-85%
AVLOS	2.90 days	3.14 days	3 days	6-9 days
BTO	47.86 times	47.82 times	48 times	40-50 times
TOI	4.51 days	41.52 days	23 days	1-3 days
NDR	15.36	20.91	18	<25 per 1000
GDR	44.64	55.61	50	<45 per 1000

Table above shows that, on average, the outpatient visit indicator of the Baubau City Hospital for BOR still does not meet the ideal standard, where the average for 2017-2018 is 62%, AVLOS still does not meet the set ideal standard which for the average AVLOS of Baubau City Hospital from 2017-2018 is only around 3 days, for the TOI indicator it still does not meet the ideal standard where for 2017-2018 it is worth 50.12. Whereas the BTO and NDR have met the ideal standard for the average BTO from 2017-2018 amounting to 48 times, while for the average NDR amounting to 18. Based on the results above the average level of inpatient visits in the City Hospital of Baubau is still quite good

### Learning and growth perspective

In measuring the financial perspective of Palagimata City Hospital Baubau used the following benchmarks:

#### a. Employee Retention

The calculations used to measure employee retention are:

$$\text{Employee Retention} = \frac{\text{Jumlah Karyawan Lama}}{\text{Jumlah Total Karyawan dalam Waktu Berjalan}} \times 100\%$$

**Table 11.** Employee Retention Rate in Baubau City Hospital

Year	Number of Old Employees	Total Number of Employees	Employee Retention Rate
2017	252	256	0.98
2018	274	277	.99

Source: secondary data (processed) 2017-2018

Table 11 shows the retention rate of hospital employees has increased. Increased employee retention shows that the hospital's performance is relatively good in maintaining old employees. This is seen from the retention of employees who have increased. Workers who are loyal and work for a long time carry company value, knowledge of various organizational processes and expected sensitivity to the needs of customers.

#### b. Employee Productivity

The formulas used to calculate employee productivity are:

$$\text{Employee Productivity} = \frac{\text{Pendapatan}}{\text{Jumlah Total Karyawan}} \times 100\%$$

**Table 12.** Employee Productivity Level in Baubau City Hospital

Year	Revenue (in rupiah)	Total Number of Employees	Employee Productivity (in rupiah)
2017	78,439,942,954	256	309,406,027
2018	56,054,963,506	277	202,364,489

Source: secondary data (processed) 2017-2018

The purpose of employee productivity is to compare the output produced by workers with the number of workers deployed to produce that output. Can be seen in table 12 can be seen that the level of employee productivity in the City of Baubau Hospital in 2017-2018 has decreased where for 2017 the value of employee productivity amounted to Rp.309,406,027, while in 2018 decreased by Rp. 107,041,538 where the value of productivity in 2018 only amounted to Rp. 202,364,489. This illustrates the performance of the hospital in terms of employee productivity is quite good.

#### c. Employee Training Ratio

**Table 13.** Employee Training Ratio

Information	2017	2018
Number of Employees Attending Training	240	270
Number of employees	256	277
Employee Training Ratio	0.94%	0.98%

Source: secondary data (processed) 2017-2018

Worker's capability is an important aspect from the perspective of learning and growth. The growth in employee training ratios since 2017-2018 has increased. The growth in employee training ratios is evidence of the realization of the Baubau City Hospital's commitment to improve the knowledge and skills of its employees in the context of supporting task implementation. Increasing this ratio is a good thing for the City Hospital of Baubau in terms of employee training ratio.

## CONCLUSIONS

Based on the results of performance measurement using the balanced scorecard method in Baubau City Hospital based on four perspectives, namely finance, customers, internal business processes and learning and growth, it can be seen that the City Hospital of Baubau still has to re-evaluate its performance in order to increase profit and quality of its services in the City of Baubau Hospital implement and realize both the vision and mission in the future. In other words, the Balanced Scorecard measuring tool used to measure the performance of the Baubau City Hospital is effective for measuring how well the performance is in the Baubau City Hospital. This study shows that: 1) Financial perspective shows the performance of the City of Baubau RUD as measured through the current ratio, the ratio of own capital to total assets, the excellent turnover period for this account can be seen by the fulfillment of the ratios associated with the ideal standard. While the total assets, ROA, ROE, and CRR turnover values during 2017-2018 have not been able to produce a surplus, this can illustrate the performance measurement from the financial aspect quite well. 2) Customer perspective, the performance of Baubau City Hospital from the perspective of customers in the aspect of outpatient customer satisfaction is quite good but there are some things that must be addressed in terms of responsiveness which can be seen from the results of the responsiveness questionnaire getting the lowest value of 2.96 with the dissatisfaction category is based on the calculation of determining the patient satisfaction scale (TP (2 x 30: 30 = 2)) while for the Physical Existence, Reliability, Assurance, and Empathy variables each received a pretty good category; 3) Internal business processes during 2017-2018 RSUD Kota Baubau do not offer new services. This shows that there is no innovation process related to internal business processes. Meanwhile, for inpatient visit indicators, some indicators did not meet the established standards, including BOR, AVLOS, TOI, and GDR, while for BTO and NDR they met the ideal standard. This needs to be a concern for the hospital for several indicators that have not yet reached the ideal standard value that can be realized in the following years related to achieving the ideal standard value set by the Directorate General of Public Health; 4) Growth and learning perspective. The decrease in employee retention shows that the Baubau City Hospital is able to retain its employees. In terms of employee productivity, the City of Baubau Hospital has not shown an increase. It can be seen from 2017-2018 that the level of employee productivity has decreased in 2018, the total number of employees is higher than in 2017 this should be the basis for increasing the number of employee productivity (in rupiah) . The employee training ratio in the City Hospital of Baubau has increased both in terms of the number of employees or in the percentage ratio.

## BIBLIOGRAPHY

- Hartati. (2012). Performance Measurement of Moewardi Hospital Surakarta using the Balanced Scorecard Method. Thesis Not Published. University of Indonesia.
- Inriantoro, Nur and Bambang Supomo. 2002. Business Research Methods. Yogyakarta: BPFE
- Kaplan, N. (2000). Balanced Scorecard Applying Strategy Into Action. Erlangga: Jakarta.
- Mahmudi. (2010). Regional Financial Management. Erlangga Publisher: Jakarta.
- Ministry of Health of the Republic of Indonesia, 2009. Law No. 44 of 2009 concerning Hospitals. Jakarta.
- Ministry of Health of the Republic of Indonesia, 2009. Law No. 32 of 2009 concerning Hospitals. Jakarta.
- Ministry of Health of the Republic of Indonesia. 2005. Law Number 23 of 2005 concerning Health. Jakarta.
- Minister of Health of the Republic of Indonesia Number 340 Year 2010. Concerning Hospital Classification. Jakarta
- Muyadi, Jhony Setiawan. 1999. Corporate Culture and Performance, the Impact of Corporate Culture on Performance. Prenhallindo Publisher: Jakarta.
- Prastowo. (2002). Analysis of the Second Printing Financial Statements. UPP AMP YKPN: Yogyakarta
- Rumintjap, Marisa Lidya. 2013. Application of the Balanced Scorecard as a Benchmark for Performance Measurement in Noongan District General Hospital, EMBA Journal, Sam Ratulangi University Manado. Vol. 1. No. 3, September. 841-850.