

# Human Resource Performance Analysis with Human Resource Scorecard Concept at Royal Prima Hospital, Medan, North Sumatra, Indonesia

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## Abstract

The company needs to measure the performance of each employee, as it will determine whether or not the employee is in support of the company's activities to realize the company's vision, mission and objectives. The decrease of Human Resources performance, especially nurses and the absence of standard performance assessment on nurses is considered to cause a decrease in nurse performance at Royal Prima Hospital, Medan. The research aims to identify the factors that cause human resource performance in Royal Prima Hospital, Medan and analyze using the Human Resource Scorecard by assessing four perspectives: financial perspective, customer, internal business process and learning and growth. Collecting data of this research by interviewing method and questionnaires spread. Based on the results of the research, the RS Royal Prima performance is 78%. If we see from Key Performance Indicator results we conclude that there are three perspectives that require attention from the management of Royal Prima Hospital to be evaluated in order to improve nurse performance ie customer perspective, learning and growth perspective and the last is an internal business process perspective.

**Keywords:** Performance Measurement, HR Scorecard, Key Performance Indicator.

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## INTRODUCTION

Currently, competition among firms is strongly competitive. Every company must have the ability to improve the performance of the organization or company to win the business competition by improving the quality of work. Companies and organizations are always faced with a huge and fundamental problem that is how to survive today and they can face the competition in the future. It should enable companies and organizations to operate in a dynamic, service-oriented, cost-efficient manner, where the company is expected to be better prepared for change and outperform each competition. Human Resources (HR) is one of the most important assets in developing and maintaining an organization's survival. One key success of organizational goals is employee performance. An organization should be able to display the best performance in order to compete in the business world.

One measuring tool to determine whether an organization or company has good performance is to achieve or not the goal set by the company or organization. In order to get good performance results, it is necessary to manage performance effectively. In

predicting employee performance can also be done by measuring the performance of current and past employees in accordance with the substance of the work to be achieved [1]. Performances measurement provides a tool to set the number of terms for a comparison over time. According to Fitriani and Kurnianto [2], a concept that can be used to measure how much human resource contribution is using the Human Resources Scorecard method. Human Resources Scorecard was introduced by Becker *et al.*, [3]. The Human Resources Scorecard outlines the vision, mission and the human resources action strategy that can be measured its contribution. Human Resources Scorecard is a measurement system that links human resources with strategies and performance that ultimately will be able to raise awareness about the consequences of human capital investment decisions so that the investment can be done precisely and precisely amount. In addition, the Human Resources Scorecard can assist managers or leaders of human resources in organizations or companies to ensure that all human resource decisions support or have a direct contribution to the implementation of the business strategy to be achieved.

According to Wahyu [4], compared to other measurements, the Human Resources 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 improved operational processes. In its use in organizations currently in Indonesia, the Human Resources Scorecard has become a measure of human resource performance in governmental or private organizations. Hospitals should be managed by professional management. As a public organization, Hospitals have human resources that play a role in the service of the community (patients) and are expected to provide quality health services. Patient satisfaction is one of the benchmarks of the success of the hospital in providing services. It also means showing the success of hospitals in managing their human resources. However, on the one hand, the Royal Prima Hospital, Medan is faced with problems with the degradation of HR performance.

As a competitive hospital if it does not evaluate HR performance then the hospital's prestige will decline which ultimately consumers, in this case, will choose another hospital that has a better quality of service. Because public trust is the most important factor in supporting the survival of hospitals and the public is the user of their services. It will have a serious impact on hospital health services because as a day-to-day organization, it requires competency from the HR Department to carry out daily operational activities. Human Resources Scorecard describes its mission, vision, and strategy as a human resources action that can be measured on its contribution. Human Resources Scorecard is a measurement system that links human resources with organic strategies and performance that will ultimately be able to raise awareness of the consequences of human capital investment decisions. Such an investment can be made precisely in the direction and the exact amount. In addition, the Human Resources Scorecard can be a tool for managers or human resources leaders in organizations or companies to ensure that all human resource decisions support or have a direct contribution to the implementation of the business strategy to be achieved.

Concerning the above issues, some research questions that highlighted are:

- RQ1: What is the factor that causes the deterioration of human resource performance at Royal Prima Hospital, Medan?
- RQ2: How does the Human Resource Scorecard's human resource impact in Royal Prima Hospital be evaluated?
- RQ3: What are the policies and strategies required by Royal Prima Hospital management in Medan to improve human resource performance?

## LITERATURE REVIEW

### Human Resources

According to Dessler [5] and Ermayanti [6], human resource management is the process of obtaining, training, assessing and compensating employees, paying close attention to their work relationships, health and safety, justice issues. According to Byars and Rue [7], human resource management is an activity designed to provide and coordinate human resources in an organization. According to Nawawi [8], human resources are people who work and function as an asset of an organization or company that can be quantified (quantitative) and human resources is the potential that drives the organization. From these definitions, human resources are a very important factor in the sustainability of an organization or company in achieving the goals of the organization or company. The human resource in question is those who possess the skills and competence in achieving the goals of the organization or company. In general, Ulrich [9] in Fitriani and Kurnianto Tjahjono [10] divides the role of human resource management into four sections namely 1) Strategic Partners; 2) Administrative Expert; 3) Employee Advocate; 4) Change Agent.

### Performance

Performance is required to be an evaluation material for a leader or manager within an organization or company. Performance has several definitions and insights that are an integral part of achieving the goals of the company or organization. According to Wibowo [11], that performance means work or work performance. It should also be understood that the performance is not merely the result of work or work achievement, but covers how the work process takes place. According to Wirawan [12], performance is the output produced by the functions or indicators of a job or a profession within a certain time. According to Moehersono [13], performance is an overview of the level of achievement of an activity or policy program in achieving goals, vision, and organizational missions set forth through an organization's strategic planning.

Amstrong and Baron [14], performance is a result of work that has strong relationships with organizational strategy goals, consumer satisfaction and economic contribution. According to Abdullah [15], the performance is a translation of performance which means work or work performance. A simple definition of performance is the result of an organization's work performed by the employees with the best in accordance with the manual, the direction given by the manager, the competence and the ability of the employee to develop his or her reason for work.

According to Robbins [16], indicators for measuring employee performance are individually influenced by five indicators: 1) Quality measured from employee perceptions to the quality of the resulting

work as well as the perfection of tasks on the skills and abilities of employees. 2) Quantity is the resulting amount expressed in terms such as the number of units, number of completed activity cycles. 3) Timeliness is the level of activity completed at the beginning of the stated time, viewed from the coordination point with output and maximizing the time available for other activities. 4) Effectiveness is the level of utilization of organizational resources (energy, money, technology, raw materials) maximized with the intent of raising the yields of each unit in resource use. 5) Independence is the level of an employee who will later be able to carry out its function. 6) Work commitment is a level where employees have a commitment to work with the agency and the employee's responsibility to the office.

Performance assessment is a useful tool and not just to evaluate the performance of employees, but also to develop and motivate employees. According to Rivai [17], the performance appraisal benefits are bargaining positions; Performance improvements; Compensation adjustment; Placement decisions; Training and development; Career planning and development; Inaccuracy of information; Evaluation of personnel processes; Ensuring fair employment; Overcoming external challenges. According to Mangkunegara [18], the factors that influence the performance of the company are individual factors psychologically and the organization's working environment factors. According to Dharma [19], factors affecting performance include Employee, Employment, Work Mechanism, Work Environment.

### Performance measurements

Measurement of organization or company performance is needed to see the achievement of a company's success or failure in implementing a strategy that has been set. Performance measurement should always be interpreted with the organization's vision, mission, goals, and organizational goals. According to Lohman [20], performance measurement is an assessment activity of achieving certain targets that are driven by the organization's strategic goals. Performance measurement is a process of assessing work progress towards predetermined goals and objectives, including information on efficiency of resource use in producing goods and services; the quality of goods and services (how well the goods and services are delivered to the customer and to what extent the customer is satisfied); the outcome of the activity compared to the intended purpose; and the effectiveness of action in achieving the goal [21, 22].

According to Dharma [19], performance measurements function as an effort to gather the information used to direct employee efforts through a series of specific priorities, such as communication. Measurement of performance is intended to meet the first three things, performance measurement is intended to help improve the performance of an organization or

company where performance measures can be used to help organizations or companies focus on the goals and objectives of unit work programs that can improve the efficiency and effectiveness of an organization or company for the purpose and work program targets can be achieved. Second, performance measurement for organizations or companies is used in the allocation of resources in decision makers and decision makers. Thirdly, the measurement of organizational or enterprise performance is intended to realize subordinate responsibility to superiors and improve communication within the institute.

In general, the purpose of performance measurement is 1) Setting targets acceptable to the organization or company whose performance will be measured and implemented in an environment characterized by open communication between superiors and subordinates and working together in action. 2) Using reliable, open and objective achievement measures, compare actual achievements with planned, and provide feedback to organizations or companies assessed. 3) If the performance is less optimal, after going through a range of previous steps, then there is a need to specify and agree with a personally assessed development plan that can be based on the assessment of training and development needs. 4) Providing desired results in the form of employee fulfilment, full utilization of individual capacity, corporate culture change and achievement of organizational goals in conditions where there is harmony between individual and organizational goals. 5) Make provisions for the allocation of good rewards that follow the assessment process.

Rivai *et al.*, [23] describes several key elements in performance measurement among others as follows Defining missions; Determination and Development of Performance Indicators; Measurement of performance and measurement of measurement results; Formal reporting of results. According to Ranupandojo and Husnan [24], methods of measuring the performance of human resources used include Ranking, Comparison, Grading, Free Scale, Checklists.

### Key Performance Indicator (KPI)

According to Parmenter [25], KPIs are indicators that focus on the organization's most important performance to support the current and future success of the organization. KPIs are something new for organizations or companies. Here are some KPI characteristics according to Parmenter [25] are 1) Non-financial, meaning non-financial measurements such as those not counted in currency values. 2) Timely, ie something that is routinely measured like every day or every week or every month. 3) The focus of the CEO, which is on the actions of the CEO and senior management team. 4) Simple, that is, each employee understands what corrective measures and measures are needed. 5) Significant impact, which is something that

has a huge impact on the organization or company. 6) Team-based, ie responsibility can be tied to a team or other related team.

### Human Resources Scorecard

According to Moeheriono [26], the Human Resources Scorecard is a form of human resources measurement that tries to clarify the role of human resources in detail as something so far considered intangible to measure its role as to the achievement of vision, mission, and strategy. Human Resources Scorecard allows organizations or companies to carry out two important things, first to manage human resources as a strategic asset and secondly to demonstrate human resource contribution to the company's financial success [3]. Another definition according to Rusindiyanto [27], Human Resources Scorecard is a Balanced Scorecard with a Human Resources Department approach where the integrated performance measurement system describes the human resource system and Key Performance Indicators generated based on human resource management.

Suyono [28] argues that the Human Resources Scorecard is divided into four perspectives: financial perspective, customer perspective, internal business process perspective and learning and growth perspective. According to Suyono [28], the main dimensions of this perspective are employee productivity measured by the number of outputs produced by each employee, recognition of employee achievement, employee engagement in decision making, ease of access to information supporting the work. The advantages and benefits gained are 1) The Human Resources Scorecard can illustrate the role and contribution of human resources to achieving the vision and mission of the company clearly and measurably. 2) Human Resources Scorecard can maximize human resources in controlling the costs incurred and value contributed to the company. 3) Human Resources Scorecard can provide a clear overview of causality between departments. 4) Human Resources Scorecard can maximize human resources professionally and manage their strategic responsibilities. 5) Human Resources Scorecard is flexible in its implementation.

Human Resources Scorecard is a method derived from the Balanced Scorecard. These two methods have the usefulness to measure performance, but the difference between them lies in performance measurement function. Balanced Scorecard approaches in strategic planning systems are capable of generating strategic plans by defining vision and mission into four strategic plans Balanced Scorecard. Balanced Scorecard has characteristics, among which are comprehensive, coherent, balanced, and measurable [29]. It does not only have the advantage but the Balanced Scorecard also has a weakness in how to incorporate the role of human resources into the measurement of business performance of the organization or company. To cover

the weakness of the Balanced Scorecard, Becker, Huselid and Ulrich introduced a new method of Human Resources Scorecard. Human Resources Scorecard is used to measure human resource performance. The Human Resources Scorecard also has the same measure as the Balanced Scorecard, which will allow for organizations or human resources companies to measure its strategic constraints based on four perspectives: financial perspective, customer perspective, internal business process perspective and learning and growth perspectives.

## RESEARCH METHODS

According to the type of research, this is classified as quality research. This research method is more using an in-depth analysis technique to examine the case problem. This study aims to measure the performance of human resources with the Human Resources Scorecard approach at Royal Prima Hospital Medan. The population in this study was Nurses at Royal Prima Hospital, Medan which currently numbered 269 people. Samples were selected by non-probability sampling technique. Sampling method uses purposive sampling as a source of data with a certain consideration. The considerations are people who are considered to know about the information that researchers expect or perhaps as leaders who help researchers explore the object or situation being investigated. In this study, the sample focuses on selected informants having information related to the data required. The selected informants and source data include: 1) Head of Nursing Section, 2) Head of Training Section, 3) Head of Hospital Room, 4) Nurses.

In this study, the authors use descriptive analysis for dependent and independent variables and then the classification of respondents score. To describe the data in each research variable is done by preparing the frequency distribution table with the aim of knowing the achievement value (score) of each research variable in the category: very low, low, medium, high, very high.

## RESULTS & DISCUSSION

### RESULTS

#### Key Performance Indicator

Key Performance Indicator (KPI) is a set of measures that focus on the most critical aspects of organizational performance for current and future organizational success [15]. Banerjee and Buoti [30] stated that key performance indicators are scales and quantitative measures used to evaluate organizational performance in order to achieve organizational targets. It can be argued that key performance indicator is a quantitative measurement of performance evaluation of human resources that has various perspectives and becomes a reference to achieving organizational targets. The weighting of each KPI by consensus is carried out by all structural officials. Considerations for weighing other than those based on internal conditions, regarding

organizational strengths and weaknesses, are also based on external conditions, taking advantage of existing opportunities and reducing threats. To assess the achievement of HR performance targets is to measure the achievement of each target's perspective. Therefore, it takes the weight for each of these perspectives. Based on the results of the depth interview and the Consensus Decision Making Group (CDMG), the agreement was weighted among the four perspectives, ie for a 20% financial perspective, a 30% weighted customer perspective, for a 20% internal business process perspective, as well as learning and growth

perspective weighted 30%. The CDMG was conducted twice a week after completing the questionnaire and interviewing respondents. Secondary data and primary data were submitted to 30 respondents, then to know the opinions of each respondent about the priority of each KPI based on their perception. After a temporary result is obtained about the KPI's priority, at the second meeting requesting a return to 30 respondents about KPI weighting that the author has made, then after the result is agreed CDMG has been completed. Here are the KPI results that have been prepared:

**Table-1: Key Performance Indicator (KPI) for Financial Perspective**

Indicator	Key Performance Indicator (KPI)	Weight
<b>Financial Perspective</b>		
Costs incurred for HR development and training have been effective	The nurse's skills increased after attending the training provided by the Hospital	0.04
the influence of training given by the Hospital to the performance of human resources	The nurse is able to share the skills of any knowledge investment that has been given by the Hospital	0.04
Hospital income earned from HR performance	The job satisfaction that nurses feel can motivate to increase work productivity and hospital income.	0.06
	The performance of nurses contributes to the increased income of the Hospital.	0.06
<b>Total</b>		<b>20%</b>

**Table-2: Key Performance Indicator (KPI) for Customer Perspective**

Indicator	Key Performance Indicator (KPI)	Weight
<b>Customer Perspective</b>		
Compensation (salary, honour, money, pension, incentive)	The nurse gets the proper compensation from the Hospital	0.03
Human resources can complete the job given in a timely manner	The nurse always completes the job given precisely and quickly	0.04
Recognition of work achieved	The nurse recognizes the achievement of the work	0.03
Hospitals provide opportunities for career advancement	Nurses always make use of the career path provided by the Hospital	0.04
The career development process is open to competent human resources	Nurse's knowledge and skills handling patients are always reliable	0.03
Hospitals provide high levels of sustainability and safety	Hospitals provide high levels of care/sustainability and safety to nurses	0.04
Working relationships with coworkers support each other	Nurses are always working with co-workers to support each other	0.03
Human resources are proud of their work	The nurse is proud of the work she has	0.03
Hospitals have a culture and positive value for each HR	The work environment has a positive influence on the nurse	0.03
<b>Total</b>		<b>30%</b>

**Table-3: Key Performance Indicator (KPI) for Internal Business Process**

Indicator	Key Performance Indicator (KPI)	Weight
<b>Internal Business Process Perspective</b>		
HR feels the available work facilities make it easier to innovate	The nurse always feels the available work facilities make it easier to complete the job	0.04
Nursing practice implementation system examines patients according to applicable regulatory procedures	The nurse always checks the patient according to the procedure	0.04
	The nurse always gives an explanation to the patient before the medical action	0.04
The main task and clear nursing function in carrying out the task	All the basic tasks and nursing functions provided by the Hospital are always well implemented	0.04
Administration file management is always finished with a predetermined time	Administration file management is always finished with a predetermined time.	0.04
<b>Total</b>		<b>20%</b>

**Table-4: Key Performance Indicator (KPI) for Learning and Growth**

Indicator	Key Performance Indicator (KPI)	Weight
<b>Learning and Growth Perspective</b>		
Hospitals provide training that supports human resource improvement	Nurses always take on training that further supports performance improvement.	0.04
The hospital provides training facilities for each HR	In carrying out the assigned responsibilities, the nurse is supported by a complete facility	0.03
HR is given the ease to access the data and information required.	Nurses always have easy access to patient data and information available	0.03
	Nurses always participate in the nurse profession's activities	0.03
Available data are always undergoing renewal	Nurses feel obliged to have nursing competence certificates	0.03
	Nurses need to update their knowledge from time to time	0.04
HR is able to meet the work targets set by the standards of the Hospital	Nurses are always able to meet the target set by Hospital standards	0.03
	Nurses always develop and improve their ability optimally when working	0.04
HR always participates in every hospital management meeting	Nurses always participate in any activities organized by the Hospital	0.03
<b>Total</b>		<b>30%</b>

**Measurement of HR Performance with HRSC Approach**

Based on the results of in-depth interviews, questionnaires and CDMGs get the results listed in the table below.

**Table-5: Key Performance Indicator (KPI) Achievement Results for Financial Perspective**

Indicator	Key Performance Indicator (KPI)	Weight	Assessment
<b>Financial Perspective</b>			
Costs incurred for HR development and training have been effective	The nurse's skills increased after attending the training provided by the Hospital	0.03	accomplished
the influence of training given by the Hospital to the performance of human resources	The nurse is able to share the skills of any knowledge investment that has been given by the Hospital	0.03	accomplished
Hospital income earned from HR performance	The job satisfaction that nurses feel can motivate to increase work productivity and hospital income.	0.05	accomplished
	The performance of nurses contributes to the increased income of the Hospital.	0.05	accomplished
<b>Total</b>		<b>16%</b>	

**Table-6: Key Performance Indicator (KPI) Achievement Results for Customer Perspective**

Indicator	Key Performance Indicator (KPI)	Weight	Assessment
<b>Customer Perspective</b>			
Compensation (salary, honour, money, pension, incentive)	The nurse gets the proper compensation from the Hospital	0.03	accomplished
Human resources can complete the job given in a timely manner	The nurse always completes the job given precisely and quickly	0.01	unaccomplished
Recognition of work achieved	The nurse recognizes the achievement of the work	0.03	accomplished
Hospitals provide opportunities for career advancement	Nurses always make use of the career path provided by the Hospital	0.04	accomplished
The career development process is open to competent human resources	Nurse's knowledge and skills handling patients are always reliable	0.03	accomplished
Hospitals provide high levels of sustainability and safety	Hospitals provide high levels of care/sustainability and safety to nurses	0.04	accomplished
Working relationships with coworkers support each other	Nurses are always working with co-workers to support each other	0.03	accomplished
Human resources are proud of their work	The nurse is proud of the work she has	0.03	accomplished
Hospitals have a culture and positive value for each HR	The work environment has a positive influence on the nurse	0.03	accomplished
<b>Total</b>		<b>27%</b>	

**Table-7: Key Performance Indicator (KPI) Achievement Results for Internal Business Process**

Indicator	Key Performance Indicator (KPI)	Weight	Assessment
<b>Internal Business Process Perspective</b>			
HR feels the available work facilities make it easier to innovate	The nurse always feels the available work facilities make it easier to complete the job	0.01	unaccomplished
Nursing practice implementation system examines patients according to applicable regulatory procedures	The nurse always checks the patient according to the procedure	0.04	accomplished
	The nurse always gives an explanation to the patient before the medical action	0.01	unaccomplished
The main task and clear nursing function in carrying out the task	All the basic tasks and nursing functions provided by the Hospital are always well implemented	0.04	accomplished
Administration file management is always finished with a predetermined time	Administration file management is always finished with a predetermined time.	0.04	accomplished
<b>Total</b>		<b>14%</b>	

**Table-8: Key Performance Indicator (KPI) Achievement Results for Learning and Growth**

Indicator	Key Performance Indicator (KPI)	Weight	Assessment
<b>Learning and Growth Perspective</b>			
Hospitals provide training that supports human resource improvement	Nurses always take on training that further supports performance improvement.	0.03	accomplished
The hospital provides training facilities for each HR	In carrying out the assigned responsibilities, the nurse is supported by a complete facility	0.01	unaccomplished
HR is given the ease to access the data and information required.	Nurses always have easy access to patient data and information available	0.03	accomplished
	Nurses always participate in the nurse profession's activities	0.02	accomplished
Available data are always undergoing renewal	Nurses feel obliged to have nursing competence certificates	0.03	accomplished
	Nurses need to update their knowledge from time to time	0.03	accomplished
HR is able to meet the work targets set by the standards of the Hospital	Nurses are always able to meet the target set by Hospital standards	0.01	unaccomplished
	Nurses always develop and improve their ability optimally when working	0.03	accomplished
HR always participates in every hospital management meeting	Nurses always participate in any activities organized by the Hospital	0.02	accomplished
<b>Total</b>		<b>21%</b>	

### Managerial Implications

- Based on the results of research, it is found that several factors that cause human resource performance in Royal Prima Hospital are:
  - a. Human resources can not complete the job given in a timely manner.
  - b. Human resources do not feel the available work facilities make it easier to innovate.
  - c. Facilities provided by hospitals for training are still lacking for each HR.
- With the Human Resources Scorecard approach, it is known that the performance of RS Royal Prima nurses has been achieved and good with a value of 78%, then from the result, it is expected to input RS Royal Prima in giving reward to nurse who has good performance they can maintain or even improve their performance. Some of the things

that cause human resource degradation can be done periodically and continuously to improve HR performance at Royal Prima Hospital to reach > 80%, this is due to SDR hospital's HR performance impact with human resource scorecard approach.

- Based on the above, it needs to be formulated as an alternative policy to show remedial measures to human resource performance at Royal Prima Hospital Medan. Continuous performance improvements need to be done regularly to RS Royal Prima nurses regularly. This means that if the hospital does not have the same time to do training, the Hospital can start setting a fixed time for its treatment, for example, training related to the improvement of service capability once a month, training related to nursing operational activities two months and so on. This can certainly be

coordinated by the head of the room and nurse head to the HRD and training department, taking into account the cost and need of Royal Prima Hospital on improving nurse performance. Employment Termination Policy for employees who are not experiencing performance improvements within three consecutive months can also be done to improve employee motivation to always work better.

## CONCLUSIONS & SUGGESTIONS

### CONCLUSION

Based on the results of the research and discussion, some of the conclusions that can be taken are as follows:

- The result of this research shows that RS Royal Prima performance is 78%.
- Assessing KPI Royal Prima KPI results there are several indicators in three perspectives that require attention from the management of Royal Prima Hospital to improve the performance of nurses. Three perspectives that have yet to show maximum results are considered to be the cause of declining human resource performance at Royal Prima Hospital which is: 1) Perspective Customer Performance Customer's perspective at Hospital has not shown the most specific result in completing the work given precisely and quickly. There are still some nurses who do not complete the job given. 2) Learning and growth perspectives The performance of learning and growth perspectives at the Hospital has not shown maximum results, particularly those measured by the fulfilment of the target of work and the improvement of the ability of employees who have not yet shown optimal results. 3) Internal business perspective The internal business process performance perspective shows the work facilities provided to employees in carrying out the work not yet maximized and the employees have not fully performed their duties in accordance with the procedures.
- Human Resource Performance Assessment at Royal Prima Hospital with Human Resource Scorecard Concept uses four perspectives that are 1) The Performance Appraisal Performance perspective uses two indicators namely training and income expenses. Costs incurred by Royal Prima Hospital for each training are considered to be quite effective. The training is considered to contribute to the increase in Hospital revenue. 2) Performance Assessment Customer perspective uses four indicators namely compensation, career path, security, and pride. Generally, it shows that the performance of the service to the patient is getting better. The job given is not always

done properly and quickly but undergoes a change in a better direction. 3) Performance Assessment Internal business process perspective uses three indicators: Innovation, Process and Service. Utilization of work facilities to employees is considered not maximal. 4) Performance Assessment The learning and growth perspective uses four indicators: empowerment and quality improvement, hospital information systems, productivity, and HR involvement. Generally measured learning and growth perspectives have not shown good results.

### SUGGESTIONS

Based on the results of the research, some suggestions can be presented as follows:

Hospitals are expected to maintain such a good condition, but continuously have to continue to carry out continuous improvement and improvement. The Royal Prima Hospital Medan is expected to make priorities in order to perform the Review of the work. This review is intended to identify existing weaknesses so that there can be a continuous improvement over all services. The determination of the action plan in the implementation of the HR performance measurement system should be done periodically (month/quarter/year) in order to get the optimal quality of human resources. To always be competitive, the Royal Prima Hospital should periodically review strategies for the relevance of the Human Resource Scorecard rating. The Human Resource Scorecard is considered a dynamic model for measuring the performance of human resources at the Royal Prima Hospital, Medan.

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