

# Operational Analysis Of Strategic Plan Based On The Perspective Of Balanced Scorecard Performance Of Hospital Employees At Royal Prima Hospital Medan

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## **Abstract.**

*Performance appraisal using the Balanced Scorecard method measures a hospital's performance comprehensively from both the financial and non-financial sectors. As a health service company must have a comprehensive, coherent, balanced and measurable performance appraisal system. This study aims to analyze, test, and measure the performance of the hospital by using The Balance Scorecard case study at Royal Prima Hospital Medan. According to the balanced scorecard, the research problem was how about the performance of Royal Prima Hospital Medan in the period of 2018-2020. The assessment was done from four perspectives: financial perspective, customer perspective, internal business perspective, and growth and learning perspective. The research used mixed methods, a research step by combining two types of research, qualitative and quantitative research. The data were gathered by conducting a documentary study on financial statements, medical records, and personnel records. Primary data were obtained from the interviews with the management and distributing questionnaires to customers and employees in the hospital. The results of the research showed that the performance of the financial perspective on economic ratios is not yet economical, while the efficient and effectiveness ratios are very good, the financial performance of Royal Prima Hospital Medan has been very effective and efficient from 2018 to 2020. The Hospital performance from the customer perspective in the period of 2018-2020 for the percentage of customer retention is still not good, customer acquisition is very good and customer satisfaction is quite good. The performance of internal business perspective in the period 2018-2020 was not good in which the percentage of BOR, BTO, and TOI were not in accordance with the standard of the Ministry of Health. The performance of the percentage of growth and learning at Royal Prima Hospital Medan perspective in the period of 2018 - 2020 shows a fairly good percentage*

**Keywords:** Performance, Balanced Scorecard, Financial Perspective, Customer Perspective, Internal Business Process Perspective, Learning and Growth Perspective.

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## **I. INTRODUCTION**

In the current era of globalization, the growth and development of an organization, be it a business or government organization, continues to move quickly, rapidly, and full of competition, especially for business organizations. To enter a competitive business environment, good company management is an important factor that must be considered by companies. Therefore, companies need a management system that is designed according to the demands of the business environment. By using a management system that is to the demands of the business environment, the company will be able to compete and develop well. Company performance is something that is produced by an organization within the company within a certain period concerning established standards. The company's performance should be a measurable result and be able to describe the condition of the company from various agreed sizes. According to Mahsun (2013), performance is a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission, and vision of the organization contained in the strategy of an organization. To determine the performance achieved, performance measurement is carried out. Performance measurement is an act of measurement that is carried out on various activities in the value chain that exist in the company. Hospital is a health service institution that provides complete individual health services that provide inpatient, outpatient, and emergency services.

Hospitals have several types of services including medical services, medical support services, care services, rehabilitation services, and so on (Permenkes 4 of 2018). Measuring the performance of a company refers to performance measurement with financial measures and indicators contained in the service standards set by the government, the performance measurement is still not able to reflect the actual performance of the hospital because other aspects have not been included in the assessment criteria. hospitals, for example, such

as customer satisfaction, employee retention, and other aspects that can still be used as indicators of a company's performance measurement in determining its performance so that the hospital's performance measurement can be comprehensive (comprehensive). The management of Royal Prima Hospital Medan requires information about the overall (comprehensive) performance of the hospital to achieve the goals and progress of the hospital in the future.

Performance information not only refers to the financial aspects and national service standards determined by the government but also other indicators that can be used as a measure to state whether the performance of the hospital is said to be good or bad. The Balanced Scorecard as a performance measurement method in its implementation will provide an overview of success from three perspectives other than success from a financial perspective, namely the customer perspective can show the organization's success in controlling its customers, both in retaining and attracting new customers. How do customers view the services provided by the hospital? The results of performance measurement with the balanced scorecard approach at Royal Prima Hospital Medan can be used as a comprehensive evaluation material if the results of the performance measurement from these four perspectives have unsatisfactory results so that the performance of Royal Prima Hospital Medan can continuously improve its performance to achieve goals and future developments of the hospital. Based on the description above, the authors are interested in conducting a study entitled "Operational Analysis of Strategic Plans Based on the Perspective of the Performance Balance Scorecard of Hospital Employees at Royal Prima Hospital Medan".

## II. LITERATURE REVIEW

### 2.1. Strategic Planning

Strategy is essentially planning and management to achieve a goal. However, to achieve this goal, the strategy does not function as a road map that only shows directions, but must be able to show tactics and operations. (Effendi, 2011). Strategic planning is the foundation of planning activities that begins with a statement of the mission, scope, and goals of the organization, then briefly outlines the strategies to be followed to achieve the stated objectives of the organization (Munandar, 2013).

### 2.2. Strategic Management

Strategic management is a series of basic and comprehensive decision-making activities, accompanied by the determination of how to implement them, which are made by the leadership and implemented by all members of the organization (Yunus, 2016). Strategic management is the art and science of formulating, implementing, and evaluating cross-functional decisions that enable organizations to achieve their goals (David in Yunus, 2016).

Based on the understanding and characteristics, it can be concluded that strategic management has several dimensions or is multidimensional. The dimensions in question are (Siagian, 2008) a) Dimensions of Top Management Involvement; b) Dimensions of Allocation of Funds, Facilities, and Infrastructure; c) Strategic Decision Time Dimension; d) Future Orientation Dimensions; e) Multifaceted Consequences of Strategic Issues; and f) Dimensions of the External Environment.

Strategic management is a framework for solving problems within the organization, especially regarding the competition. All elements of the organization are encouraged to think creatively. The benefits obtained in implementing strategic management are (Saleh, 2016):

1. Provide a clear and transparent direction and long-term goals of the organization.
2. Assist managers in implementing changes and strategies to improve organizational capabilities to prevent problems from arising in the future.
3. Make organizational activities more effective and efficient in using resources.
4. Identify various comparative advantages in the organizational environment.
5. Involving members in making strategies, so that members of the organization can be motivated during its implementation.
6. Reducing overlapping activities or activities from each organizational unit.

### 2.3. Balanced Scorecard

According to Ariyanto (2016), a Balanced scorecard consists of two words, namely Balanced and scorecard, balanced means balanced, meaning that measuring the performance of an organization is measured in a balanced way from two perspectives, namely financial and non-financial perspectives, while the scorecard itself means a scorecard, meaning a scorecard. used to plan scores that will be carried out in the future.

The Balanced Scorecard has advantages that make a significant difference from the traditional method. The advantage of the Balanced Scorecard according to (Mulyadi, 2009) is that it is able to produce strategic plans that have the following characteristics:

1. Comprehensive. The Balanced Scorecard broadens the perspective covered in strategic planning from the previously limited financial perspective, then extends to the other three perspectives, namely customer perspective, internal business process perspective, and learning and growth perspective.
2. Coherence. Each perspective (financial, customer, internal business processes, and learning and growth) has a strategic objective that may number more than one. The definition of strategic objectives is a state or condition that will be realized in the future which is a description of the company's goals.
3. Balanced. The Balanced Scorecard provides a balance between external benchmarks and internal benchmarks which have short-term and long-term consequences. The balance in the Balanced Scorecard is also reflected in the alignment of the employee's Scorecard with the company's Scorecard so that every employee in the company is responsible for advancing the company.
4. Measured. Each perspective can be measured, and strategic goals that are difficult to measure such as the customer perspective, internal business processes, as well as learning and growth using the Balanced Scorecard can be managed so that they can be realized. Thus, the measurement of strategic objectives from the three perspectives promises the realization of various non-financial strategies, so that the company's financial performance is doubled and long-term.

### 2.4. Hospital

Hospital is a health service institution that provides complete individual health services that provide inpatient, outpatient, and emergency services. Based on the type of service provided, hospitals are categorized into General Hospitals and Special Hospitals (Permenkes RI, 2020). General hospitals are divided into Class A, Class B, Class C, and Class D General Hospitals. While general hospitals are classified into Maternal and Child Hospital, Eye, Brain, Dental and Oral, Cancer, Heart and blood vessels basic medical specialists, Psychiatric, Infection, Lung, Ear-nose-throat, and Surgery.

## III. METHODS

The type of research used is mixed-method research using quantitative and qualitative approaches to measure the performance of Royal Prima Hospital Medan based on the Balanced Scorecard approach. This study uses secondary data by measuring performance based on four balanced scorecard perspectives, namely financial perspective, customer perspective, internal business process perspective, and learning and growth perspective. This research was conducted at Royal Prima Hospital Medan in March - July 2022.

The population taken in this study was employees in 2021, totaling 178 people. Determination of the sample taken from the entire population of 178 people. The data collection method used is primary data by conducting interviews with the Deputy Director of Medical Services, Head of Human Resources, Director of Education, Finance Staff, Medical Record Staff, and questionnaires distributed to medical staff, paramedics, non-nursing paramedics, administrative staff at Royal Prima Hospital Medan and secondary data obtained through searching documents collected from financial reports, medical record reports, and staffing reports at Royal Prima Hospital Medan.

### 3.1. Variables and Operational Definitions

#### 3.1.1. Financial Perspective

According to Halim and Kusufi (2012), the concept of value for money implies an appreciation of the value of money, every rupiah must be properly valued and used properly. The variables used in the financial perspective are Economy, Efficiency, and Effectiveness.

#### 3.1.2. Customer Perspective

Assessing the performance of the customer perspective, it is done by measuring customer retention and customer acquisition. The variables used in the customer perspective are customer retention and acquisition.

#### 3.1.3. Internal Business Perspective

Efforts in assessing performance from an internal business perspective are by measuring all the processes needed to support the success of the hospital's strategy. The variables used in the internal business perspective are Bed Occupation Rate (BOR), Average Length of Stay (AvLos), Bed Turn Over (BTO), Internal Turn Over (TOI), Net Death Rate (NDR), Gross Death Rate (GDR), and Outpatient Visits.

#### 3.1.4. Learning and Growth Perspective

Performance appraisal from a learning and growth perspective is done by measuring employee satisfaction, employee training, and employee turnover. The variables used in the learning and growth perspective are employee satisfaction, employee retention, and training.

### 3.2. Measurement Method

All variables in the financial, customer, and internal business perspectives use an interval measuring scale. While the learning and growth perspective uses 2 measuring scales, namely the ordinal for the job satisfaction variable and the interval for the employee training variable and employee turnover.

### 3.3. Data Analysis Method

Data analysis methods in this study include univariate analysis, bivariate analysis, and multivariate analysis. Data analysis methods in this study include univariate analysis, bivariate analysis, and multivariate analysis.

1. Univariate analysis was conducted to explain the distribution of each variable to be studied, namely age, gender, education level, employee category, and work experience.
2. Bivariate data analysis was conducted to test or see the relationship between two variables, namely the dependent variable, namely the measurement of hospital performance from a learning & growth perspective such as employee satisfaction, training, and employee turnover.
3. Multivariate analysis was conducted to test the analysis of two or more variables. The multivariate analysis aims to analyze the effect of several variables on other variables at the same time. The independent variable is the level of employee satisfaction from a financial perspective.

## IV. ANALYZE AND RESULT

### 4.1. Financial Perspective Performance

Royal Prima Hospital Medan for the last three years, 2018 - 2020 using performance measurements from a financial perspective assessed using the Value for Money instrument consisting of economic ratios, efficiency ratios, and effectiveness ratios.

#### 4.1.1. Economy

The economic ratio of Royal Prima Hospital Medan is obtained by comparing the realization of institutional expenditure with the budget set for three years, namely 2018 - 2020. Data on expenditure and budget of Royal Prima Hospital Medan obtained from the finance department can be seen in the following Table 1.

**Tables 1.** Economic Ratio of Royal Prima Hospital Medan in 2018 – 2020

Year	Expenditure Actual	Set Budget	Economic Ratio
2018	28.162.068.584	28.424.342.000	99,07%
2019	34.045.424.962	30.684.566.050	110,9 %
2020	29.771.098.885	31.662.931.885	94,02%

The strategy implemented by Royal Prima Hospital Medan in managing expenditure realization for the last three years is very good. In general, the performance of the financial perspective in 2018 and 2019 was not very economical. The company's financial performance is said to be very uneconomical if the value of the economic ratio is >95%. The results showed that in 2018 the economic ratio was 99.07% and in 2019 the economic ratio was 110.9% this shows that these two years are very uneconomical and in 2020 the economic ratio is 94.02% which shows not economical (Table 1).

#### 4.1.2. Efficiency Ratio

The percentage efficiency ratio of the financial performance of Royal Prima Hospital Medan is very efficient. The financial performance of a company is said to be very efficient if the efficiency ratio value is less than 100% (<100%). In 2018 it was 65.86%, in 2019 it rose to 74.67% and in 2020 it decreased to 68.37% and this shows the number is still efficient. The results of the study indicate that the assessment of the financial performance of Royal Prima Hospital Medan is still efficient in the last three years, namely 2018 - 2020 (Table 2).

**Tables 2.** Efficiency Ratio of Royal Prima Hospital Medan in 2018 – 2020

Year	Actual Expenditure to Earn Income	Revenue Realization	Efficiency Ratio
2018	20.144.660.333	30.584.602.245	65,86%
2019	25.424.285.930	34.046.815.883	74,67%
2020	22.710.706.797	33.215.289.045	68,37%

#### 4.1.3. Effectiveness Ratio

Royal Prima Hospital Medan is generally very effective and has a large-effectiveness ratio of 95% (>95%). It can be seen from the results of the study that the realization of income continues to increase. In 2018 the set income target increased with an effectiveness ratio of 96.44%, then in 2019, the set income target increased again with an increased effectiveness ratio of 107.8%. In 2020 the set revenue target is slightly increased with an effectiveness ratio of 100.7%. Judging from the budget determination and realization for determining this effectiveness indicator, the effectiveness ratio for Royal Prima Hospital Medan in 2018, 2019, and 2020 are generally very effective (Table 3).

**Tables 3.** Effectiveness Ratio of Royal Prima Hospital Medan in 2018 – 2020

Year	Revenue Target	Revenue Realization	Effectiveness Ratio
2018	31.712.136.000	30.584.602.245	96,44%
2019	31.576.647.000	34.046.815.883	107,8%
2020	32.977.017.000	33.215.289.045	100,7%

The results of interviews conducted by researchers with the Expenditure Treasurer said that the budget for Royal Prima Hospital Medan was determined based on hospital planning and hospital needs to improve service quality. Revenue is achieved because the inpatient building which is expected to be a source of income must operate properly. Several ways to increase revenue are to increase the types of health services and improve services. b) Sources of income at Royal Prima Hospital Medan are obtained through general patients, BPJS, and plantation company patients.

## 4.2. Customer Perspective Performance

### 4.2.1. Customer Retention

The results showed that in 2018 there were 3,600 patients compared to the number in the previous year of 4,875 patients so the retention value in 2018 was 73.84%, meaning that customer performance in 2018 was not good. In 2019 customer performance has increased with good value. Where the total number of walking patients is 4,935 and the number of patients the previous year is 3,600 has increased so the percentage value of customer retention in 2019 has a percentage above 100%, which is 137.08%. In 2020 customer performance decreased due to covid-19 with a percentage of customer retention value of 87.96%. Where in 2020 the total number of patients for the current year was 4,935 patients and the total number of patients in the previous year was 3,600 (Table 4).

**Tables 4.** Customer Retention of Royal Prima Hospital Medan in 2018 – 2020

Year	Total Number of Patients for the Year	Total Number of Patients in Previous Year	Customer Retention
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2018	3.600	4.875	73,84%
2019	4.935	3.600	137,08%
2020	4.341	4.935	87,96%

#### 4.2.2. Customer Acquisition

In measuring the hospital's performance from the customer's perspective with the measurement of customer acquisition, it shows good performance. It can be seen that the percentage of customer acquisition of Royal Prima Hospital Medan from year to year has increased in percentage. The acquisition percentage value is said to be good if it is more or equal to 30% ( $\geq 30\%$ ). In 2018 the percentage of customer acquisition was 71.66%, in 2019 the percentage greatly increased to 76.87% and in 2020 the percentage of customer acquisition was 77.72% (Table 5).

**Tables 5.** Customer Acquisition of Royal Prima Hospital Medan in 2018 – 2020

Year	Number of New Patients	Total Number of Patients	Customer Acquisition
2018	2.580	3.600	71,66%
2019	3.794	4.935	76,87%
2020	3.374	4.341	77,72%

#### 4.2.3. Customer Satisfaction

The results of measuring hospital performance from a customer perspective with customer satisfaction indicators from 5 variables, namely tangibles, reliability, responsiveness, assurance, and empathy. Table 6 shows that the highest level of satisfaction is the employee guarantee variable to the patient which has an average value of 3.81 and is followed by the empathy variable, which is 3.71. While the lowest level of satisfaction is the reliability variable, namely 3.35 and followed by the hospital physical form variable, which is 3.64. This result is quite good with an average value of 3.64 on a scale of 5.

**Table 6.** Customer Perspective Performance Value

No	Variable	Average Value	Category
1	Tangibles	3,64	Pretty Good
2	Reliability	3,35	
3	Responsiveness	3,70	
4	Assurance	3,81	
5	Empathy	3,71	
<b>Total Amount</b>		<b>3,64</b>	

#### 4.3. Internal Business Perspective Performance

In this study, performance measurement from an internal business perspective uses national health service measurement standards, hospital service indicators used to determine the level of utilization, quality, and efficiency of hospital services. The number of Bed Occupancy Rates (BOR), Average Length of Stay (AvLOS), Internal Turn Over (TOI), and average inpatient visits can describe the level of utilization and efficiency of the hospital. Meanwhile, Bed Turn Over (BTO), Gross Death Rate (GDR), and Net Death Rate (NDR) describe the quality of services provided. Good internal business performance is indicated by BOR, AvLOS, BTO, TOI, as well as NDR and GDR which are in accordance with standard sizes in the hospital sector.

**Tables 7.** Indicator of Hospitalization at Royal Prima Hospital Medan in 2018 – 2020

Indicator	Year			Standard
	2018	2019	2020	
1. Number of Beds	100	100	117	-
2. Number of Days of Treatment	15.500	15.935	12.352	-
3. Average Number of Patients/Day	40	50	45	-
4. BOR	42,50%	52,00%	45,00%	60-85%
5. AvLOS	4	5	4,5	3-9 Days
6. TOI	4	6	5	1-3 Days
7. BTO	30	40	35	40-50 Times
8. GDR	<10%	<10%	<20%	<45 %

9. NDR	<6%	<5%	<6%	<25%
10. Number of Deaths < 48 Hours	56	50	45	-
11. Number of Deaths > 48 Hours	34	55	107	-

The results of this study indicate that the indicator of hospitalization with BOR (percentage of filled beds) does not meet the ideal number according to the Ministry of Health standards where the standard that has been determined is 60-80% while in 2018 it is 42.50%, in 2019 it is 52, 00%, and in 2020 it will be 45.00%. AvLos (the average length of time a patient is treated) has met the Ministry of Health standards, which is 3-9 days. In 2018 AvLos is 4 days, in 2019 AvLos is 5 days and in 2020 AvLos is 4.5 days. TOI (average bed free time) in the last three years Royal Prima Hospital Medan is not in accordance with the ideal number of the Ministry of Health (1-3 days). In the last three years, 2018 – 2020, TOI Royal Prima Hospital Medan has always been more than 1 – 3 days. 2018 is 4 days, 2019 is 6 days and 2020 is 5 days. BTO (Bed Productivity) Royal Prima Hospital Medan for the last three years in 2019 which meets the MOH ideal number (40-50 times/year). The BTO of Pabatu Hospital in 2018 was 30 times/year, in 2019 it was 40 times/year and in 2020 it was 35 times/year. GDR (gross death rate) has met the standards of the Ministry of Health, which is <45%. In 2018 the GDR was <10%, in 2019 it was <10% and in 2020 it was <20%. NDR (net death rate) Royal Prima Hospital Medan has met the standard of the Ministry of Health, namely <25%. In 2018 the NDR was <6%, in 2019 it was <5% and in 2020 it was <7%.

From the explanation of the research results above, it can be concluded that the performance of Royal Prima Hospital Medan from an internal business perspective is not good, whereas in the last three years the data results show that BOR, BTO, and TOI show results that are not in accordance with the ideal number of the Ministry of Health. This is the duty and responsibility of the management to improve again. This is also in line with the medical and nursing service staff at the time of in-depth interviews. In the last three years, Royal Prima Hospital Medan has not achieved the target according to the standards of the Ministry of Health. This is a task that must be immediately corrected for all relevant departments so that they can work together to improve hospital performance. To achieve the target from the Ministry of Health, the hospital must regain the trust of the community and create a sense of security so that people want to come for treatment at Royal Prima Hospital Medan. The services provided to patients must be improved, the friendliness of health workers and fast response in providing medical services and actions.

### 4.3. Performance Perspective Growth and Learning

#### 4.3.1. Employee Satisfaction

The results of measuring indicators of growth and learning perspectives are almost all good, the results of measuring employee satisfaction are quite good, the percentage of employees who attend training is also good, and employee turnover is very small so it is considered good. The performance of Royal Prima Hospital Medan from the perspective of growth and learning in 2018 – 2020 is already quite good.

**Table 8.** Percentage of Employee Satisfaction at Royal Prima Hospital Medan

No	Satisfaction with	Average value	Category
1	Income other than salary	3,59	<b>Pretty Good</b>
2	Promotion	3,70	
3	Work colleague	3,61	
4	Superior	3,64	
5	Profession	3,80	
<b>Amount</b>		<b>3,66</b>	

The results showed that the highest level of satisfaction was with work, which had an average value of 3.80. While the lowest level of satisfaction is satisfaction with income other than salary has an average value of 3.59 and followed by satisfaction with coworkers has an average value of 3.61 (Table 8). Employee satisfaction with income other than low salaries could be because not all employees have received additional income. Because contract employees have not received additional income. Satisfaction with superiors and satisfaction with promotions have a fairly good average, namely 3.80 and 3.70. Superiors have supported, respected, and given the freedom to their subordinates to express opinions. In addition, employees also have

their respective job descriptions such as each part they have to work in a team so that they must support each other and be responsible for their respective duties and work.

#### 4.3.2. Employee Turnover

Turnover data at Royal Prima Hospital Medan can be seen from research data showing that it can be seen that turnover at Royal Prima Hospital Medan is very small, the percentage of employees moving to the total number of employees in 2018 is 1.97%, and in 2019 it is 1.20% and in 2020 by 1.92% (Table 9).

**Table 9.** Number of employees who left Royal Prima Hospital Medan in 2018 – 2020

Year	Number of Employees Leaving	Total Number of Employees	Percentage
2018	4	203	1,97%
2019	2	167	1,20%
2020	3	156	1,92%
<b>Average</b>	<b>3</b>	<b>526 people</b>	<b>1,70%</b>

According to in-depth interviews with the HR department, almost every year usually no employees of Royal Prima Hospital Medan move, it's just that because of something that does require the employee to move, some employees move. Something that for example is to advance to a higher career or maybe want to be closer to family. So, there are no employees who move just because they are not satisfied with working at Royal Prima Hospital Medan. The hospital has been trying and doing its best to fulfill the rights of employees such as improving employee welfare through medical services and providing rewards and services.

#### 4.3.3. Employee Training

The results of the research for the training indicators are classified as good. Every year the number of employees participating in the training continues to increase. In the last three years, Royal Prima Hospital Medan has continued to send its employees to attend training in accordance with the hospital's needs. In 2018 the number who attended the training increased to 41 people, in 2019 it was 56 people, in 2020 it was 87 people (Table 10).

**Table 10.** Number of employees who participated in the training at Royal Prima Hospital Medan

Year	Amount of Training	Total Number of Employees	Percentage
2018	41	203	20,19%
2019	56	167	33,35%
2020	87	156	55,76%
<b>Average</b>	<b>61,3</b>	<b>526 people</b>	<b>36,43%</b>

From the results of interviews with the HR department, it was stated that the training section of Royal Prima Hospital Medan regularly makes a list of training planning activities every year according to the needs of the hospital. When the covid-19 pandemic occurred, more employees took part in training, even from zoom meetings to increase knowledge for hospitals. Limited budgeted funds cause not all employees to get the opportunity to attend training.

## V. CONCLUSION

Based on the discussion of the research results, several conclusions can be drawn as follows:

1. Financial Perspective: Royal Prima Hospital Medan's performance from a financial perspective is generally good. The performance of Royal Prima Hospital Medan is seen from a financial perspective using Value for Money instruments consisting of economic ratios, efficiency ratios, and effectiveness ratios.
2. Customer Perspective: Royal Prima Hospital Medan's performance from a customer perspective with indicators of customer retention, customer acquisition, and customer satisfaction, in general, has a good performance.
3. Internal Business Process Perspective: The performance of Royal Prima Hospital Medan is seen from the perspective of internal business processes with indicators of BOR, AvLOS, TOI, BTO,

GDR, and NDR. The indicators for inpatient services, namely BOR, TOI, and BTO, Royal Prima Hospital Medan, are not good.

4. Growth and Learning Perspective: The performance of Royal Prima Hospital Medan is seen from the perspective of growth and learning with indicators of employee satisfaction, employee training, and employee turnover.
  - a. Employee satisfaction from the research results is considered good. The results showed that the highest level of satisfaction was with work with an average value of 3.80.
  - b. The results for the measurement of the training indicators of Royal Prima Hospital Medan 2018-2020 are also considered good. The results showed that every year the number of employees who attended training in the last three years continued to increase.
  - c. The employee turnover indicator is considered good. In the last three years, the number of employees who have mutated or moved is not more than 3% of the total employees of Royal Prima Hospital Medan. The results showed that the turnover at Royal Prima Hospital Medan from 2018-to 2020 at Royal Prima Hospital Medan was very small at 1.70% per year.

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