

ABSTRAK

ANALISIS KINERJA DENGAN METODE *BALANCED SCORECARD*

(Studi Kasus di Rumah Sakit Bethesda Wonosari)

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Penelitian ini bertujuan untuk mengetahui kinerja Rumah Sakit Bethesda Wonosari yang diukur menggunakan metode *balanced scorecard*. Selama ini kinerja Rumah Sakit Bethesda Wonosari hanya memfokuskan pada satu aspek yaitu aspek keuangan sebaliknya, *balanced scorecard* mengukur kinerja dari berbagai aspek non keuangan. Kinerja non keuangan meliputi aspek pelanggan, proses bisnis internal dan pembelajaran dan pertumbuhan.

Jenis penelitian ini adalah studi kasus. Teknik pengumpulan data berupa dokumentasi, kuesioner, dan wawancara. Teknik analisis data yang digunakan adalah analisis deskriptif kuantitatif, meliputi rasio NPM dan ROI untuk perspektif keuangan. Kepuasan karyawan, retensi, akuisisi dan profitabilitas untuk perspektif pelanggan. Proses inovasi dan operasi untuk perspektif proses bisnis internal serta produktivitas, retensi dan kepuasan karyawan untuk perspektif pembelajaran dan pertumbuhan.

Hasil analisis data adalah sebagai berikut: (1) Perspektif Keuangan menunjukkan NPM dan ROI mengalami penurunan yang dinilai kurang baik (2) Perspektif Pelanggan menunjukkan tingkat kepuasan pelanggan sangat puas, selain itu retensi dan akuisisi mengalami penurunan dan peningkatan yang dinilai cukup baik dan profitabilitas mengalami penurunan yang dinilai kurang baik (3) Perspektif Proses Bisnis Internal menunjukkan proses inovasi baik namun proses operasi kurang baik. (4) Perspektif Pembelajaran dan Pertumbuhan menunjukkan tingkat kepuasan karyawan puas, produktivitas kurang baik dan retensi cukup baik.

Kata kunci: kinerja, *balanced scorecard*, rumah sakit

ABSTRACT

**ANALYSIS OF PERFORMANCE USING THE BALANCED
SCORECARD METHOD
(Case Study at Bethesda Wonosari Hospital)**

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This research aimed to determine the performance of Bethesda Wonosari Hospital, measured using the balanced scorecard method. Until now, Bethesda Wonosari Hospital's performance has focused only on one aspect, namely the financial aspect. In contrast, the balanced scorecard measures performance from various non-financial aspects. The non-financial performance includes aspects of customers, internal business processes, and learning and growth.

This type of research was a case study. Data collection techniques included documentation, questionnaires, and interviews. The data analysis technique used was quantitative descriptive analysis, including NPM and ROI ratios for the financial perspective. Employee satisfaction, retention, acquisition, and profitability for the customer perspective. Innovation and operation processes for the internal business process perspective, as well as productivity, retention, and employee satisfaction for the learning and growth perspective.

The results of the data analysis were as follows: (1) The Financial Perspective showed that NPM and ROI decreased, which was considered less favorable. (2) The Customer Perspective showed a very high level of customer satisfaction. Additionally, retention and acquisition experienced a decline and increase, respectively, which were considered quite good, while profitability experienced a decline, which was considered less favorable. (3) The Internal Business Process Perspective showed good innovation processes but less favorable operation processes. (4) The Learning and Growth Perspective showed satisfactory employee satisfaction, less favorable productivity, and quite good retention.

Keywords: performance, balanced scorecard, hospital