

## Analisis pengukuran kinerja dengan pendekatan balanced scorecard di Instalasi Gawat Darurat RSUD Koja tahun 2017-2018 = Performance measurement analysis with balanced scorecard approach in emergency department at RSUD Koja in 2017-2018

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### Abstrak

Balanced scorecard (BSC) adalah kerangka pengukuran kinerja yang komprehensif dengan melihat perspektif keuangan dan non keuangan. Rumah Sakit Umum Daerah (RSUD) Koja sendiri belum menerapkan BSC. Penelitian ini bertujuan mengetahui kinerja Instalasi Gawat Darurat (IGD) RSUD Koja Tahun 2017-2018 dengan menggunakan BSC. Penelitian ini menggunakan metode deskriptif analitik melalui pendekatan kuantitatif dan kualitatif. Hasil penelitian menunjukkan (1) kinerja keuangan dinilai kurang: pertumbuhan penerimaan menurun, keuangan tidak efektif. (2) Kinerja perspektif pelanggan dinilai baik: pertumbuhan kunjungan, retensi, dan kepuasan pelanggan baik serta akuisisi pelanggan kurang. (3) Kinerja proses bisnis internal dinilai baik: waktu tanggap baik, pasien tidak harus membayar uang muka, inovasi baik. (4) Kinerja pembelajaran dan pertumbuhan dinilai baik: kepuasan kerja, sistem informasi, akses diklat dinilai baik, akan tetapi produktivitasnya dianggap masih kurang. Kinerja IGD secara umum dinilai baik. Pihak manajemen disarankan untuk menetapkan kebijakan agar BSC dapat digunakan sebagai pengukuran kinerja yang komprehensif guna menjaga mutu pelayanan secara berkelanjutan.

.....The balanced scorecard (BSC) is a comprehensive performance measurement by looking at financial and non-financial perspective. Koja District Hospital (RSUD Koja) has not implemented the BSC. This study aims to determine the performance of Emergency Department (ED) at RSUD Koja in 2017-2018 using the BSC. Method in this study uses descriptive analytics through quantitative and qualitative approaches. Results shows that (1) financial performance is poor: income growth is declining, financial is not effective. (2) Performance of customer perspective is good: customer visit growth, retention, and satisfaction are considered good, but customer acquisition is poor. (3) Internal business process performance is good: good response time, patient do not have to pay a down payment, good innovation. (4) learning and growth performance are good: job satisfaction, information system, and training access are considered good, but productivity is still considered poor. Performance of ED is generally considered good. Management is advised to establish policies so that the BSC can be used as a comprehensive performance measurement to maintain service quality on an ongoing basis.