



## HUMAN RESOURCE PERFORMANCE INDICATORS BASED ON THE PERSPECTIVE OF LEARNING AND GROWTH IN THE BALANCED SCORECARD METHOD AT PUSKESMAS 4 ULU IN 2017

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(Naskah diterima 1 Januari 2025, disetujui 28 Januari 2025)

### *Abstract*

*The aim of this research is arranging human resource performance indicator by learning and growth perspective in balanced scorecard method at 4 Ulu Health Center Palembang City. This research is a qualitative research by using case study approach. The populations are all of workers of 4 Ulu Health Center Palembang City. And the samples are permanent workers in 4 Ulu Health Center Palembang City. The steps of this research are literature study, internal meeting to key informants, first step of questionnaires spreadsheet, second step of questionnaires spreadsheet and recommendation indicators measurement. As result of this research, the most relevant and important human resource indicator which is used to assess human resource performance in 4 Ulu Health Center Palembang City are work quality of human resources indicator, human resource involvement in decision making indicator, skill indicator, turn over ratio indicator, and worker's absence indicator.*

**Keywords:** *performance indicator; learning and growth perspective; balanced scorecard; health center.*

### *Abstrak*

Tujuan penelitian ini adalah menyusun indikator kinerja SDM berdasarkan perspektif pembelajaran dan pertumbuhan dalam metode *Balanced Scorecard* di Puskesmas 4 Ulu. Jenis penelitian ini merupakan penelitian kualitatif dengan pendekatan studi kasus (*case study*). Populasi adalah seluruh pegawai Puskesmas 4 Ulu Kota Palembang dan sampel adalah pegawai tetap Puskesmas 4 Ulu Kota Palembang. Data yang digunakan adalah data primer dan sekunder. Tahap penelitian ini dimulai dari studi pustaka, pelaksanaan pertemuan tertutup kepada informan kunci, penyebaran kuesioner tahap pertama, penyebaran kuesioner tahap kedua, dan rekomendasi cara pengukuran indikator yang telah di peroleh. Berdasarkan penelitian yang telah dilakukan maka indikator kinerja yang paling penting dan relevan digunakan untuk menilai kinerja sumber daya manusia di Puskesmas 4 Ulu Kota Palembang adalah indikator kualitas pekerjaan yang dihasilkan, indikator keterlibatan dalam pengambilan keputusan, indikator keterampilan yang dimiliki, indikator *turn over ratio* (jumlah keluar masuk karyawan), dan indikator absensi karyawan

**Kata Kunci:** Indikator kinerja; perspektif pembelajaran dan pertumbuhan; *balanced scorecard*; puskesmas

## I. INTRODUCTION

Puskesmas is a technical implementation unit of the district or city health office that is responsible for organizing health development in a work area (Trihono, 2005).

Puskesmas as a leading service institution in the community has a strategic role in health

development. The success of development in cities and districts is highly determined by the quality of human resources (HR) and the active role of the community as development actors and to carry out the role and function of health centers, professional human resources are needed (Ministry of Health of the Republic of Indonesia, 2006).

Human resources have a major role in every health center activity. Even though it is supported by facilities and infrastructure as well as excessive sources of funds, without the support of reliable human resources, the activities of the health center will not be completed properly. This shows that human resources are the main key that must be considered for all their needs. As the main key, human resources will determine the success of the implementation of health center activities. Human resources are the most important asset among other resources that must be owned by every organization, other types of problems are controlled by human resources (Hasibuan, 2003).

Good performance of the health center is needed to provide quality services to the community. According to Handoko (1995), performance is a process through organizational evaluation or assessing employee work performance. Performance is also defined as the results achieved or achievements achieved by employees in carrying out a job in an organization (Gomez, 1995).

The assessment of human resource performance is very beneficial for the dynamics of the overall growth of the health center. Performance assessments are carried out to find out the actual condition of the performance of human resources in the health center. The 4 Ulu Health Center was established in 1975, has undergone several building rehabilitation and finally in 2017 was assisted by 2 auxiliary health centers and has experienced several times the change of the leadership of the health center with a volunteer workforce of 23 people and permanent employees with civil servant status totaling 28 people so that the health center needs to compile relevant human resource indicators to optimize the performance of its human resources. In the scope of government, indicators have actually also been prepared for their employees in the form of a list of work implementation assessments (DP3), but DP3 can only be used to assess the performance of permanent employees with civil servant status, while for non-permanent employees there are no indicators that can be used. Therefore, other indicators that are relevant to the vision and mission of the puskesmas are needed in order to make a meaningful contribution to the development of the puskesmas.

Human resource performance indicators are used as performance assessment standards to create quality human resources (Luis, 2007). The performance indicators that are formed are not only financial (financial) performance indicators but also non-financial performance indicators. Therefore, the balanced scorecard method is very appropriate to be used in non-profit organizations such as health centers. Balanced scorecard is a method of designing performance indicators that is built from the vision, mission, and strategy of the organization consisting of four perspectives, namely the perspective of finance, customers, internal business processes, and the perspective of learning and growth. The preparation of human resource performance indicators can be carried out based on the perspective of learning and growth on the balanced scorecard method (Mulyadi, 2001).

The fiercer competition and increasingly selective and knowledgeable customers require the 4 Ulu Health Center as one of the health service providers to always improve the quality of its services. To be able to improve the quality of service, it must first be known whether the human resources in the health center are able to provide the best service according to the expectations of its customers. The quality level of human resources (service providers in health centers) has a considerable contribution in the development of health centers to become centers for health services to quality health services for the community. So it can be ascertained that the quality or not of the health center is determined by the quality of the human resources owned. Performance indicators from the perspective of learning and growth in the balanced scorecard method can be used as an alternative to measuring human resource performance in health centers.

Therefore, it is necessary to prepare human resource performance indicators based on the perspective of learning and growth in the balanced scorecard method so that they can be used in assessing human resource performance to achieve the vision and mission of the health center that has been formulated.

## **II. THEORETICAL STUDIES**

### **2.1 Definition of Puskesmas**

The Community Health Center (Puskesmas) is a health service facility that organizes public health efforts and first-level individual health efforts, with more emphasis on promotive and preventive efforts, to achieve the highest level of public health in its work area (Regulation of the Minister of Health Number 30 of 2014). Puskesmas is a functional organizational unit that is a center for public health development that also fosters

community participation in addition to providing comprehensive and integrated services to the community in its work area in the form of main activities (Irianto, 2014)

## **2.2 Vision of the Health Center**

As a technical implementation unit of the district/city health office, the health center has a vision of being able to protect the health of the population of its work area and spur an increase in community independence to help itself in the health sector and cultivate healthy living and the norms of small, happy, and prosperous families (Ministry of Health of the Republic of Indonesia, 2006).

According to Trihono (2005), the vision of health development organized by the health center is the achievement of healthy sub-districts towards the realization of a healthy Indonesia. A healthy sub-district is a description of the future sub-district community that wants to be achieved through health development, namely people who live in a healthy environment and behavior, have the ability to reach quality health services fairly and evenly and have the highest degree of health.

## **2.3 Mission of Puskesmas**

The mission of health development organized by the health center is to support the achievement of the national health development mission. The missions are:

- a. Mobilizing health-oriented development in its work area. The Puskesmas will always drive the development of other sectors held in their work areas, in order to pay attention to health aspects, namely development that does not have a negative impact on health, at least on the environment and community behavior
- b. Encourage healthy living independence for families and communities in their work areas. The Puskesmas will always strive so that every family and community living in their work area is more empowered in the health sector, through increasing knowledge and ability towards independence to live a healthy life.
- c. Maintain and improve the quality, equity and affordability of health services provided. Puskesmas will always strive to provide health services that are in accordance with standards and satisfy the community, strive to average health services and improve the efficiency of fund management so that it can be reached by all members of the community.
- d. Maintaining and improving the health of individuals, families, and communities and their environment. The Health Center will always strive to maintain and improve health, prevent and cure diseases, and restore the health of individuals, families and

communities who visit and reside in their work areas without discrimination and by applying appropriate advances in health science and technology. Maintenance and improvement efforts carried out by the health center also include the environmental aspects of the person concerned (Trihono, 2005)

## **2.4 Functions and Roles of Health Centers**

According to Irianto (2014), the health center has several functions as follows:

- a) Hub for Public Health-Oriented Development in Its Work Area
  - 1) Efforts to mobilize cross-sectors and the business world in their work areas in order to be able to carry out health-oriented development.
  - 2) Activeness in monitoring and reporting the health impact of the implementation of each development program in its work area.
  - 3) Prioritizing health maintenance and disease prevention without neglecting healing and recovery.
- b) Community Empowerment Centre
  - 1) Strive so that individuals, especially community leaders, families, and communities, have the awareness, willingness, ability to determine, organize, and monitor the implementation of health programs as well as provide comprehensive and integrated health services to the community in their work areas.
  - 2) Providing assistance in the form of technical guidance of materials and medical referrals and health referrals to the community provided that the assistance does not cause dependency
- c) First Health Service Center To provide comprehensive, integrated, and sustainable first-level health services through individual health services and public health services.

## **2. Human Resources**

### **2.1 Definition of Human Resources**

Human resources occupy a very strategic position in an organization. Therefore, the use of human resources must be mobilized effectively so that it has a high level of use results. This means that the results obtained are balanced with the input processed, namely through various improvements in working methods and increasing work motivation so that time is not wasted. Human resources must be deployed effectively and the achievement of business goals can be carried out properly, effectively, and efficiently.

Human resources are people who design and produce goods or services to monitor quality, market products, allocate financial resources, and formulate all organizational

strategies and goals (Samsudin, 2006). According to Mulyadi (2001), human resources are the result of employee capability with employee commitment.

Human resources are a central factor in an organization. As for the form and purpose, the organization is made based on various visions for the benefit of humans and in its implementation, the vision is managed by humans (Rahmawati, 2008). So it can be concluded that human resources are an ability that exists in a person (employee), which must be continuously developed in order to provide satisfactory results for the company (organization) so that it is able to create an organizational vision into reality.

## **2.2 Human Resource Development**

Human resource development is the improvement of the quality of human resources through training, education, and development programs. Human resource development is the application of training and education programs in the organization by applying learning principles. These efforts are carried out to improve the productive contribution of workers and develop human resources in facing all possibilities that occur, namely changes both internal and external in the organization (Rahmawati, 2008).

According to Samsudin (2006), human resource development is the preparation of humans or employees to assume higher responsibilities in an organization or company. Human resource development is closely related to increasing the intellectual capacity needed to perform better work. Human resource development is based on the fact that every workforce requires knowledge, expertise, and skills. Development is more focused on long-term needs and the results can only be measured in the long term. Development also helps employees to prepare themselves to face job or job changes caused by new technology or new product markets.

Based on the definition above, it can be formulated that human resource development is the process of improving the competence of organizational human resources, both skills, knowledge, and abilities in an effort to achieve optimal performance which is carried out synergistically and simultaneously.

According to Samsudin (2006), the benefits of human resource development are as follows:

- a. Increase employee satisfaction.
- b. Reduction of waste.
- c. Reduce employee absenteeism.
- d. Improve working methods and systems.

- e. Increase income levels.
- f. Reduce overtime costs.
- g. Reduce the maintenance cost of machines.
- h. Reduce employee complaints.
- i. Reduce employee accidents.
- j. Improve communication.
- k. Improve employee knowledge.
- l. Improve employee morale.
- m. Generate good cooperation

### **2.3 Human Resource Performance**

The term performance comes from the word job performance or actual performance. Job performance is defined as a person's success in carrying out a job (As'ad, 2000). Job performance can also be interpreted as the results achieved by a person according to the measures that apply to the job in question.

Performance is the result of work that can be achieved by a person or a group of people in an organization in accordance with the authority and responsibilities of the organization, in order to achieve the goals of the organization in question legally, not violating the law, and in accordance with morals and ethics (Prawirosentono, 1999).

According to Mangkunegara (2006), employee performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Human resources as actors who play an active role in driving a company or organization to achieve its goals. The achievement of the company's goals is only possible because of the efforts of the actors in the company, to perform well. Individual performance and corporate performance have a close relationship. If employee performance (individual performance) is good, it is likely that the company's performance (corporate performance) is also good. An employee's performance will be good if he has high skills, is willing to work for a salary or is paid in accordance with the agreement and has expectations for a better future (Prawirosentono, 1999).

Jobs almost always have more than one job criteria or dimensions. Job criteria describe what people do in their jobs. Therefore these criteria are important, individual performance in work must be measured, compared to existing standards and the results communicated to each employee (Mathis, 2006).

## **2.4 Assessment of Work Implementation**

According to Nawawi (2003), the definition of comprehensive work implementation assessment includes:

- a) Performance appraisal is an effort to identify, measure or assess and manage the implementation of work by employees/employees.
- b) Performance appraisal is an effort to identify and assess aspects of the implementation of work that affect the success of non-profit organizations in achieving their goals.
- c) Performance appraisal is an activity of measuring or assessing and determining an employee to succeed or fail in carrying out his work by using work standards as a benchmark.

From this understanding, it is clear that what is assessed is:

- a) What a worker has worked for a certain period, perhaps after working for a semester or a year or shorter, according to the type and nature of his work.
- b) How the employee/employee who is assessed in carrying out his work during the period mentioned above.
- c) Why do the employees/employees carry out their work like that? Armstrong (1998) explained that performance appraisal is not a control or supervision activity and is not a fault-finding activity to impose sanctions or punishments. The activity is focused on efforts to reveal shortcomings in work to be improved and excess work to be developed so that each employee / employee knows the level of efficiency and effectiveness of their contribution in carrying out their work to achieve the goals of the non-profit organization that employs them. For this reason, the aspects that are assessed must be in accordance with what should be done as contained in the job analysis in the form of a job description.

Performance appraisal benchmarks are performance benchmarks that drive an organization to achieve its goals. The terms of performance assessment and performance assessment indicators are the same and can be reversed. Some organizations use performance appraisals for quantitative results and performance indicators for qualitative circumstances. In the process of assessing the implementation of work, it is very necessary to benchmark as a comparison of the methods and results of the implementation of the work of an employee/employee. The benchmark is called the work standard that must be made if the results of the work analysis are no longer suitable for use because most or all of the tasks and the way they are carried out have undergone changes or developments as a



form of work dynamics (Nawawi, 2003). The definition of work standards is a number of criteria that are used as a benchmark or comparison for the implementation of work. Performance standards can be created from job descriptions to relate the definition of static job to dynamic job performance. Performance standards are also made for each individual based on their job description. Each employee proposes his or her own goals to the leadership in writing, if the two agree on each goal, then a statement of goals can be made in writing (Nawawi, 2003).

Data or information about employee performance consists of three categories (Mathis, 2006):

- 1) Information based on traits such as pleasant personality, initiative or creativity and may have little influence on a particular job
- 2) Information based on behavior focuses on specific behaviors that lead to job success. Behavioral information is more difficult to identify and has the advantage of providing a clear picture of what behavior management wants to see.
- 3) Results-based information considers what the employee has done or what the employee has accomplished. For jobs where measurement is easy or precise, this results approach is the best way to go. However, what is measured tends to be emphasized and what is equally important and not part of being measured may be overlooked by employees.

## **2.5 Performance Indicators**

According to Green (1992), indicators are variables that indicate and give clues to us about a certain situation so that they can be used to measure change. Performance indicators are quantitative and qualitative measures that describe the level of achievement of an activity and goals that have been set. Performance indicators provide an explanation, both quantitatively and qualitatively, of what will be measured to determine whether the goals have been achieved (Umar, 2005).

In general, performance indicators have the following functions:

- 1) Clarify what, how much, and when an activity is carried out
- 2) Creating consensus built by various related parties to avoid misinterpretations during the implementation of policies/programs/activities in assessing their performance, including the performance of organizational units or work that implements them.
- 3) Build a basis for measuring, analyzing, and evaluating the performance of organizational or work units (Ruky, 2001)

Before compiling and determining performance indicators, it is first necessary to know the conditions that must be met by a performance indicator. The conditions that apply to performance indicators according to Ruky (2001) are as follows:

- 1) Specific and clear: Understandable and no possibility of misinterpretation
- 2) Can be measured objectively both quantitative and qualitative; that is, two or more that measure performance indicators have the same conclusion.
- 3) Relevant: Performance indicators should address relevant objective aspects.
- 4) Achievable, important, and should be useful to demonstrate the success of inputs, outputs, outcomes, benefits, and impacts.
- 5) Must be flexible enough and sensitive to changes or adjustments in the implementation and results of the implementation of activities.
- 6) Effective: Data/information related to the relevant performance indicators can be collected, processed, and analyzed at available cost

After knowing the requirements of performance indicators, there are several steps that need to be taken in compiling and establishing performance indicators. The steps are as follows:

- 1) Develop and establish a strategic plan in advance. Strategic plan includes vision, mission, objectives, objectives, and how to achieve goals/objectives (policies and programs)
- 2) 2) Identify data/information that can be used or developed into performance indicators. In this case, relevant, complete, accurate data/information as well as the ability and knowledge of the field to be discussed will be of great help in compiling and establishing appropriate and relevant performance indicators.
- 3) Selecting and determining the most relevant performance indicators and have a great influence on the success of the implementation of policies/programs (Luis, 2007).

According to Nogi (2005), performance indicators consist of several types as follows:

- a) Qualitative performance indicators are performance indicators that are expressed in the form of sentences without any quantitative element and indicate the quality of something. These qualitative performance indicators can occur if it is difficult to quantitatively state performance indicators and this usually arises when setting objective indicators, such as service user satisfaction.
- b) Quantitative performance indicators are performance indicators that contain numerical elements or express the quantity of something.

- c) Quantitative performance indicators can be absolute numbers, percentages, ratios, or indices. An absolute quantitative performance indicator is a performance indicator expressed with an absolute number.
- d) Percentage quantitative performance indicators are performance indicators that are expressed by indicating the percentage of a certain portion.
- e) A quantitative performance indicator ratio is a performance indicator that is expressed by showing the ratio of comparison between one thing and another.
- f) An index quantitative performance indicator is a performance indicator expressed by designating an index

## 2.6 Balanced Scorecard

The Balanced Scorecard method has the basic principle that public and private organizations, profit and non-profit organizations need to have a strategy that is simple, precise, complete, and made in easy-to-understand language. The Balanced Scorecard (BSC) first appeared in 1992. In an article written by Kaplan and Norton in the Harvard Business Review magazine. Subsequently the BSC has grown rapidly and in 1996, Kaplan and Norton revised the BSC they had built and came up with the term Strategy Map (Kaplan, 1996).

The BSC method in its manufacture must be adjusted to the vision and mission of the organization. BSC is defined as a performance management tool that can help organizations to translate vision and strategy into action by utilizing a set of financial and non-financial indicators that are all intertwined in a cause-and-effect relationship (Kaplan, 1996).

Balanced means balanced. Scorecard means scorecard. Thus, BSC is a management tool to maintain a balance between:

- a. Financial and non-financial indicators
- b. Indicators of past, present, and future performance.
- c. Internal and external indicators.
- d. Indicators that are leading (cause/drivers) and lagging (effect/outcome)

In terms of diagrams, the Balanced Scorecard consists of four perspectives, namely:

- a. Perspektif keuangan (*financial perspective*)
- b. Perspektif pelanggan (*customer perspective*)
- c. Perspektif proses bisnis internal (*internal business process perspective*)
- d. Learning and growth perspective. The perspective of learning and growth focuses on

resources, especially human resources (HR) in the organization. This perspective relates to human resource development, which will ultimately result in excellent performance for the organization. Therefore, strategic goals must reflect strategies in employee training and development (Luis, 2007).

According to Mulyadi (2001), the perspective of learning and growth comes from the principles of employee capability and employee commitment. In relation to this principle, Kaplan (1996) explains this perspective as follows:

1. Employee capability, a factor that also contributes to the success of the achievement of organizational goals is the employee ability factor. For employees. For employees who have good work skills, it will accelerate the achievement of organizational goals, on the other hand, unskilled employees will slow down the organization's goals. For new employees or employees with new tasks, additional abilities are needed to carry out the tasks assigned to them. Mulyadi (2001) revealed that various indicators about employee capabilities can be known from:
  - a. Managers regularly hire individuals who are considered to be the best
  - b. The manager does not feel threatened by his subordinates who are very intelligent.
  - c. Managers have a good reputation for hiring talented employees who are sought after by other companies/organizations.
  - d. The manager has personal and in-depth knowledge of the organization
2. Employee commitment, there are three components to look at individual organizational commitments, namely:
  1. Strong belief and acceptance by individuals of the organization's goals and values.
  2. Willingness to work harder to achieve organizational goals.
  3. Strong desire to maintain its membership.

According to Robbins (2001), organizational commitment is a situation in which employees take sides with a certain organization and its goals and intend to maintain their membership in that organization. It can be concluded that commitment is the individual's acceptance of the organization's goals and values, the individual's willingness to strive to achieve the organization's goals, the desire to maintain his or her membership in the organization.

Employee commitment is related to how employees will behave within the company/organization. Committed employees devote their emotional energy and attention to the company/organization. Commitment can be detected by how employees relate to

each other and from how they feel about the company. An employee will have a commitment to the company if he or she sees opportunities to learn and grow.

Various indicators of employee commitment:

- a) Managers give trust to employees in the organization.
- b) Managers are able to retain employees with the best and brightest talents.
- c) Managers consistently measure and work to improve employee commitment.

### **III. RESEARCH METHOD**

#### **3.1 Research Design**

This research is a combination of qualitative research with a case study approach which aims to compile human resource performance indicators based on the Perspective of Learning and Growth in the Balanced Scorecard Method at Puskesmas 4 Ulu in 2017.

#### **3.2 Population and Sample**

The population of this study is all employees of Puskesmas 4 Ulu Palembang with a volunteer workforce of 23 people and permanent employees with civil servant status totaling 28 people. The research sample was 28 permanent employees of the 4 Ulu Palembang Health Center. The sampling method is purposive sampling where the sampling criteria are based on a certain consideration that has been determined by the researcher. According to the researcher, the sample for the implementation of closed meetings as a key informant is someone who is considered to understand the development of the puskesmas (puskesmas manager), namely the head of the puskesmas and the head of administration, and the sample selected as respondents for the questionnaire is a permanent employee at the puskesmas (other than the puskesmas manager) because they are considered to understand the vision and mission of the puskesmas better.

#### **3.3 Research Location**

The location of this research is the 4 Ulu Palembang Health Center which is located on Jl. Kyai H. Asyik No 1484 4 Ulu Seberang Ulu Palembang.

### **IV. RESEARCH RESULT AND DISCUSSION**

This research started from a literature study to determine the plan for human resource performance indicators. By studying the function and role of human resources in health centers. The next stage of research is the implementation of closed meetings with key informants after obtaining a plan of human resource performance indicators from the results of a literature study.

The human resource performance indicator plan that has been obtained from the results of closed meetings with key informants has also been adjusted to the vision and mission of the health center, used as a human resource performance indicator plan to design the first phase of questionnaires.

The next stage is the distribution of the second phase of the questionnaire, where the plan of human resource performance indicators for the second phase of the questionnaire is obtained from the results of the first phase of the questionnaire.

## Discussion

The discussion was explained in accordance with the steps of instrument development, which include: literature study – closed meeting – distribution of phase I questionnaire – distribution of phase II questionnaire – recommendation for measurement methods.

The indicator plan obtained from the literature study is 3 indicators on the employee productivity assessment element, 7 indicators on the employee satisfaction assessment element, 7 indicators on the employee performance assessment element, 3 indicators on the employee loyalty assessment element, and 2 indicators on the employee discipline assessment element. The indicator plan is in accordance with the theory taken, but it still needs to be adjusted to the vision and mission of the health center so that for that the next stage is carried out, namely a closed meeting with key informants.

The closed meeting stage was held to obtain an indicator plan that has been adjusted to the vision and mission of the 4 Ulu Health Center. The closed meeting was attended by two key informants, namely the Head of the 4 Ulu Health Center and the Head of Administration who had provided input based on their knowledge and experience.

**Table 4.1 Comparison between the Beginning of the Human Resource Performance Indicator Plan Based on Literature Study and the Indicator Plan Based on Closed Meetings**

<b>Elements assessed</b>	<b>Human Resource Performance Indicator Plan</b>	<b>Human Resources Performance Indicator Plan Results of Closed Meeting</b>
Employee Productivity	a) Job completion rate b) Quality of work produced c) Worker cost per unit	a) Job completion rate b) Quality of work produced c) Worker cost per unit
Employee Satisfaction	a) Involvement in decision-making b) Recognition of good work (reward)	a) Involvement in decision-making b) Recognition of good work

	c) Access to obtain enough information to do a good job d) Encouragement to do creativity and initiative e) Support from superiors f) Support Overall satisfaction with the workplace g) Good work climate from superiors	(reward). c) Access to obtain sufficient information to work well. d) Encouragement to be creative and initiative. e) Support from superiors. f) Support from superiors. g) Overall satisfaction with the workplace. h) Good work climate
Employee Work Performance	a) Proficiency in providing services b) Skills possessed. c) Years of professional experience. d) Ability to motivate yourself. e) Last level of education. f) The amount of training that has been provided to employees. g) Number of training days per employee	a) Proficiency in providing services b) Skills that you have. c) Ability to motivate yourself. d) The last level of education. e) The amount of training that has been given to employees.
Employee Loyalty	a) Turn over ratio (number of employees in and out) b) Voluntary (the number of employees who leave because of their own desires). c) In Voluntary (number of employees who quit due to dismissal)	a) Turn over ratio (number of employees in and out) b) Voluntary (the number of employees who quit because of their own desire)
Employee Discipline	a) Employee attendance b) Accuracy of employee attendance	a) Employee attendance b) Accuracy of employee attendance

The results of the discussion at the closed meeting obtained changes to the human resource performance indicator plan. The changes can be explained as follows:

- a) The change in the human resource indicator plan in the element of employee performance assessment is the indicator plan for years of professional experience and the indicator of the number of training days per employee is eliminated on the grounds that the indicator has less influence on employee work performance.
- b) The change in the human resource performance plan in the element of employee loyalty assessment is that the indicator in voluntary plan (the number of employees who left because of dismissal) was eliminated on the grounds that during the working period of the 4 Ulu Health Center there were no employees who left because they were dismissed

so it was considered less meaningful to be used as a performance indicator. The plan of indicators of the results of the closed meeting was used as questionnaire material for the first stage. The questionnaire was distributed to 16 permanent employees at the 4 Ulu Health Center in 2017.

The input obtained from the first phase of the questionnaire provided a change in the form of the performance indicator plan.

## **V. CONCLUSSIONS**

Based on the final results of the human resource indicators, several things can be concluded as follows:

1. The most important indicator to assess employee productivity is the indicator of the quality of work produced.
2. An important pling indicator for assessing employee satisfaction is an indicator of involvement in decision-making.
3. The most important indicator to assess employee work performance is the indicator of their skills.
4. The most important indicator to assess employee loyalty is the turn over ratio indicator (the number of employees in and out).
5. The most important indicator to assess employee discipline is the employee attendance indicator.
6. The indicators that have been obtained are indicators that can be used as an alternative to assessing the performance of the 4 Ulu Health Center, so that the existence of these indicators is expected to increase the capabilities and commitment of employees at the 4 Ulu Health Center and the ultimate goal is to improve the performance of the 4 Ulu Health Center as a whole.

Based on the above conclusion, the advice that the author can give:

1. Indicators obtained from the results of the research can be used to measure the performance of human resources who have the status of non-permanent workers (volunteer labor) at the 4 Ulu Health Center.
2. The human resource performance indicators obtained can only be used by the 4 Ulu Health Center because it has previously been adjusted to the vision and mission of the health center, so that if you are going to use this human resource indicator in different agencies, it must be adjusted first to the vision and mission of the agency concerned.



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