The Effect of the Implementation of Human Resource Score Card on Performance at Permata Depok Hospital

Hawariyah¹, Acim Heri Iswanto², Alfatih S. Manggabarani³, Yudi Nur Supriadi⁴
¹Department of Management, Faculty of Economics and Business, UPN Veteran Jakarta
²Department of Management, Faculty of Economics and Business, UPN Veteran Jakarta
³Department of Management, Faculty of Economics and Business, UPN Veteran Jakarta
⁴Department of Management, Faculty of Economics and Business, UPN Veteran Jakarta

*Correspondence Author: hawariyah79@gmail.com

Abstract

Performance is assessed to see the extent to which the actions taken by a person in carrying out certain jobs/activities within an organization or company by carrying out the principles of the right mechanism or method in comparing what is done with the results achieved. The purpose of this study was to prove the effectiveness of the human resource score card (competence, job description and measurement) on performance at Permata Depok Hospital. The research method used is descriptive quantitative. The research sample was 100 employees of Permata Depok Hospital. The research instrument in the form of a questionnaire and data analysis using Structural Equation Modeling with Partial Least Square (PLS). The results of the study found that competence had a positive effect on employee performance at Permata Depok Hospital with t\(\text{count} = 3.904 > t\text{table} = 1.986\). Job description has a positive effect on employee performance at Permata Depok Hospital with t\(\text{count} = 4.620 > t\text{table} = 1.986\). The measurement has a positive effect on employee performance at Permata Depok Hospital with t\(\text{count} = 4.620 > t\text{table} = 1.986\). Competence and Job description, Measurement have a positive effect on employee performance at Permata Depok Hospital with t\(\text{count} = 2.540 > t\text{table} = 1.986\). The conclusion of the study is that there is an effect of human resource score card (competence, job description and measurement) on performance at Permata Depok Hospital. Research suggestions need to accelerate the procurement of Hospital Information Systems (SIRS). Information integration is a key element in hospital management. Integrated information allows planning, control and supervision to be carried out properly, quickly, precisely and directed.

Keywords: job description, measurement, performance, HR scorecard

1. Introduction

Employees (Human Resources) who work in the company needs to be evaluated on their respective performance. This performance appraisal can be carried out using the applicable assessment standards in the company, the purpose of this assessment is to obtain a measure of employee work results whether they have reached the set standards or not, performance appraisals can also provide an overview of the average percentage of employee quality in the company.

The number of employees at the General Hospital in Depok City with Type C class consists of medical personnel; pharmaceutical personnel; nursing staff; other health workers; non-health workers (source PMK No. 56 of 2014 concerning Hospital Classification and Licensing) where 9 are general practitioners. 2 general dentists, 2 basic specialists, 1 supporting specialist, 1 dental and oral specialist, 8 pharmacists, while nursing is 2 nurses versus 3 beds, for other health workers and non-health according to the needs of services at the hospital. At Permata Depok Hospital until April 2021 with a total of 448 employees, 76% of whom are health workers (15% specialist doctors, 9% general practitioners, 30% midwifery nurses, 22% other health workers) and 24% non-health workers. Characteristics of human resources who work in hospitals have high performance, have
a responsibility in providing services, not only that in their work they also dare to take risks and bear the risks faced in providing services, they also have a clear goal of providing healing, satisfaction and customer comfort.

Employees have a key role in the success of the company, if employees clearly understand what is desired from them, are clear about the boundaries of their job descriptions, their competence and have the support of leaders will increase employee self-esteem for the work they hold. and retaining a capable and committed workforce. Performance measurement is one of a series of human resource management functions, each company has standards and criteria in measuring HR performance. Performance measurement is usually carried out by the company's management for a certain time or several periods. This means that employees will be assessed for performance in one period, for example 1 month, this performance will then be collected for several periods with the aim of seeing the performance of the employee concerned during a certain period of time. Thus the achievements received will be seen whether there is an increase, permanent or vice versa in a simple sense "the results of performance and behavior that have been achieved in completing the tasks and responsibilities given in a certain period" (Kasmir-Ed.1-Cet.6, 2019).

In moving an organization must drive organizational performance, when the organization includes employees who work in the organization in carrying out the strategy, the program can be seen the relationship between employees and the drivers of success, by measuring the influence of the driving employees, the organization can calculate the effect of the overall employee strategy. Developing performance measurement requires understanding the competence and behavior of employees in working to achieve company objectives. Competence is a skill, knowledge, basic attitude, and value contained in a person which is reflected in the ability to think and act consistently. In other words, competence is not only about one's knowledge or ability, but the willingness to do what is known so as to produce benefits. According to Marwansyah (2016: 36). The job description is a written statement about what the job executor (official or employee) will actually do, how he or she will do it, what are their rights and obligations, and under what conditions the work will be carried out (Lijan Poltak Sinambela et.al, 2018)

According to Moeheriono (2018: 182) an organization is very much dominated by human capital and other intangible capital. Therefore, it is necessary to realize the measurement of human resource strategy. One of the measurement concepts is the Human Resource Scorecard approach which clearly explains the role of humans as something that has been intangible so far to measure their role as employees or human resources to what extent they play a role in achieving the vision and mission, company targets and supporting strategy conducted by company. Human Resource Scorecard is a performance measurement system that assesses employee contributions or employee activities in realizing value in a company. If the focus of a company's strategy is to gain an advantage over the competition, the focus on employee strategy must be adjusted accordingly. This is to maximize the ability and contribution of employees to the vision, mission and goals of the organization, and further create value for shareholders. The human resource scorecard measures the performance of human resources more by strategically describing something that is intangible (leading/cause) into tangible (lagging/effect). (Veithzal Rivai, et al.,-Ed 3-Cet 8, 2018).
### Table 1. Employee Performance Measurement based on balance score card

<table>
<thead>
<tr>
<th>Goals</th>
<th>KPI</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Un Satisfactory</td>
</tr>
<tr>
<td>Financial Perspective</td>
<td>Achievement on Quantity Target</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Cost Control</td>
<td>0</td>
</tr>
<tr>
<td>Customer Perspective</td>
<td>Customer Satisfaction</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Internal and External Customer’s Complain</td>
<td>0</td>
</tr>
<tr>
<td>Internal Process</td>
<td>SOP, Policy</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Report Accuracy</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Coordinaton and Communication</td>
<td>0</td>
</tr>
<tr>
<td>Learning and growth</td>
<td>Work Dicipline and Attendance</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Learning and Development (20 Hours/Years)</td>
<td>0</td>
</tr>
</tbody>
</table>

Source: Processed Data

In table 1 it can be seen that the performance measurement carried out with the balance score card through 4 perspectives provides a general picture with reference to the company's goals. However, this gives rise to measurement results in subjective values, the similarity of performance results between employees who really work and employees who do not work properly, the impact is that motivation decreases due to the results of performance measurements that are used as indicators in providing compensation adjustments received by employees.

### 2. Literature Review

#### 2.1 Competency

The definition of competence according to the Law of the Republic of Indonesia No. 36 of 2014 concerning health workers is the ability of a health worker based on knowledge, skills, and professional attitudes to be able to practice. While Competence according to Law no. 13 of 2003 concerning Employment, Work competence is the work ability of each individual which includes aspects of knowledge, skills, and work attitudes in accordance with established standards.

Competence can be in the form of motives, traits, self-concepts, attitudes or values or cognitive skills or behavior of any individual characteristics that can be measured and calculated and can be demonstrated (Veithzal Rivai, et al, 2018), here are 5 (five) types of competency characteristics, namely:

a. Motive
   Motives are basic needs or patterns that cause to move, direct, and select behavior toward certain actions or goals.

b. Nature
The general innate trait to behave or respond in a certain way, for example with self-confidence, self-control

c. Self concept
Self-concept is an attitude measured by a respondent's test that asks people what they rate, what they should do, or why they are interested in doing a job.

d. Knowledge
In direct relation to facts and procedures, either technically or interpersonally, most findings show that knowledge alone rarely distinguishes the average best performer.

e. Cognitive and behavioral (behavioral) skills
Thinking deductively or inductively, observable skills such as active listening skills

### 2.2 Job Description

Resources and capabilities (the resources and capability) are two elements that show an important role in the company's strategy to achieve success. Based on what was stated from the resource based view (RBV) model according to Grant in Paulus, et al. 2017 describes the important role of the combined resources and capabilities of employees, which can develop well over time. Resources are productive assets of the company while capabilities are what the company or employees of the company can do. Organizational resources can be divided into two categories namely tangible and intangible, tangible or visible resources are the easiest to identify and evaluate because they are the physical and financial assets of the organization, while intangible or invisible resources are skills, which are described as assets. valuable for the competitiveness of companies because of their unique potential and sustainability, the most valuable assets from the invisible or intangible are the company's reputation, product reputation and employee reputation (Grant in Paulus et al. 2017; 403). According to Tewal in (Rialmi & Ningrum, 2022), there are factors in a person that move and direct his behavior to meet certain goals

A company is said to have a competitive advantage when implementing a value creating strategy that is not simultaneously implemented by current and potential competitors (Barney in Paulus et al, 2017; 403), on the other hand core competence is the ability to create a value chain in organizational activities by combining resources and Strong enough ability to overcome imitators, competence is considered the most important in running competitively and is a key success factor in the company.

Job descriptions can be said to be the main thing that employees in an organization need to know, about what work, why the work should be done, how to do the work, what work has been done is rewarded by the organization, the position of the job description is made in writing and made into an employee document in the organization. This document shows the qualifications required for the position and describes how the job relates to other parts of the company. So it can be concluded that the job description is a written statement about the description of a job, its conditions, and its relationship with other parts of the organization.

Job description is a job description that serves as a guide for someone to carry out their duties and responsibilities in accordance with their position. To compile a job description of a job or position, a job analysis activity is carried out (Ras Ara Sukses, 2015).

### 2.3 Performance

In an organization there are various kinds of performance, as stated by Moeheriono Ed Rev 2, 2018, there are three types of performance that can be distinguished as follows:

a. Operational performance is related to the effectiveness of the use of every resource used by the company such as capital, raw materials and technology and others. The extent to which the maximum use is to achieve profit or achieve its vision and mission.
b. Administrative performance (administrative performance), this performance is related to the administrative performance of the organization. This includes the administrative structure that regulates the relationship between the authority, authority and responsibility of the person occupying the position. In addition, it is related to the performance of the information flow mechanism between work units within the organization.

c. Strategic performance (strategic performance), this performance is related to the company's performance evaluated the company's accuracy in choosing its environment and the company's adaptability, especially the company's strategy in carrying out its vision and mission.

2.4 Human Resource Scorecard

According to Becker et al in Moehleriono 2018, have developed a measurement system called the Human Resource Scorecard. This measurement is a development and modification of the initial Balanced Scorecard concept which is currently most commonly used at the organizational level which focuses on long-term strategy and a clear connection to the future development of the organization. Measurement of the Human Resource Scorecard is more focused on the activities of Human Resources or employees who work in a company. Human Resources Scorecard is part of the company. Human resources scorecard is like a building, which is part of what we derive from the company's strategy. Human Resources Scorecard is a combination of lagging indicators (effect) and leading indicators (cause). In the Human Resources Scorecard, there must be a causal relationship first and then what the consequences will be. The premise of the CCP is 'What gets measured, Gets Managed, Gets Done', meaning that what is measured is what is managed, then it can be implemented and assessed for evaluation. As a company's strategic asset, human resource architecture is in the form of resources and capabilities, which some of which are difficult to follow or trade and difficult to identify, rare and special because employees have an important role in influencing the performance of a company. The basis of the strategic role of human resources consists of three (3) dimensions of the value chain, developed by the company's human resource architecture are as follows:

a. Professional employee function (the HR Function)
b. High performance system (the HR system)
c. Strategic employee behavior that focuses on motivation and competence (employee behavior)

3. Methodology

According to Sugiyono (2018; 126) "population is a generalization area consisting of objects/subjects that have certain quantities and characteristics determined by researchers to be studied and then drawn conclusions. So the population includes all the characteristics / traits possessed by the subject and object. The population characteristics that will be used in this study are: (a) Health and non-health professions, (b) Permata Depok Hospital employees and (c) Male or female. The population in this study were employees of Permata Depok Hospital as many as 348 employees.

This research uses the Yamane formula. Determination of sample size refers to the opinion of Yamane 1967 in Sugiyono (2018:137) to determine the approach to the number of samples that need to be needed for a certain population by including an element of inaccuracy due to errors in sampling which can still be tolerated. The sampling error rate is expressed as a percentage, usually 5 – 10 %. This study calculates the sample using Yamane's opinion reference or known as the Slovin formula, the following is the calculation:
Remarks:

\[ n = \text{Sample Needed} \]
\[ N = \text{Amount of Populations} \]
\[ e = \text{(sampling error), usually } 5 - 10\% \]

The research will be conducted on the population at Permata Depok Hospital, with a total of 348 employees, the required number of employee samples, if the sampling error is 10%, the calculation uses the following formula:

\[
n = \frac{N}{1 + N(e)^2} = \frac{348}{1 + 348 (0.10)^2} = 100
\]

3.1 Data Collection

Data collection technique is a sampling technique in this study using probability sampling technique, the technique is Proportionate Stratified Random Sampling is a sampling technique used when the population has members / elements that are not homogeneous and proportionally stratified.

3.2 Conceptual Framework

![Figure 1: Conceptual Framework](https://ijbtob.org)

3.3 Hypothesis

The hypothesis is an alleged logical relationship between two or more variables expressed in the form of a statement, the researcher proposes a hypothesis based on a review of the literature and relevant results. The research hypothesis gave birth to temporary responses which were arranged in the form of prepositions or statements about the influence relationship between variables. On this basis, the following hypothesis can be built:

a. **H1**: It is suspected that there is an influence of competence on performance
b. **H2**: It is suspected that there is an effect of job description on performance
c. **H3**: It is suspected that there is an effect of measurement on performance

Source of processed data (2021)
d. H4: It is suspected that there is an influence of competence on measurement
e. H5: It is suspected that there is an effect of job description on measurement
f. H6: It is suspected that there is an indirect influence of competence on performance through measurement
g. H7: It is suspected that there is an indirect effect of job description on performance through measurement.

4 Result and Discussion
4.1 Result
A. Descriptive Analysis
In quantitative research, data analysis is an activity that is carried out after data from all respondents or other data sources have been collected. Activities in data analysis are categorizing data based on variables and types of respondents, tabulating data results based on variables from all respondent data, displaying data for each variable studied, making calculations to answer problem formulation, and making calculations to test hypotheses that have been made. Descriptive statistics are used to analyze data by describing or describing the data that has been collected as it is without intending to make a generalized conclusion” (Sugiyono, 2019).

The analytical technique used in this research is descriptive analysis. According to Ferdinand (2011) P.323 “descriptive analysis has the aim of illustrating the index of respondents' answers from various constructs that have been developed. This analysis is used to obtain descriptive visualization of the respondents in this study, especially regarding the research variables used, this analysis is carried out using index analysis techniques to visualize respondents' perceptions of the question items that have been given to respondents ".

<table>
<thead>
<tr>
<th>Tabel 2. Research Variable Measurement Criteria</th>
<th>Interval</th>
</tr>
</thead>
<tbody>
<tr>
<td>Categories</td>
<td></td>
</tr>
<tr>
<td>Very Low</td>
<td>1,00 - 1,80</td>
</tr>
<tr>
<td>Low</td>
<td>1,81 - 2,60</td>
</tr>
<tr>
<td>Fair</td>
<td>2,61 - 3,40</td>
</tr>
<tr>
<td>High</td>
<td>3,41-4,20</td>
</tr>
<tr>
<td>Very High</td>
<td>4,21-5,00</td>
</tr>
</tbody>
</table>

Source: Sugiyono (2019)

B. Validity Test
The results of the Smart PLS 2.0 software output obtained the value of the loading factor for each instrument in the indicators of the Competence variable (X1), Job description (X2), Measurement (Z) and Performance (Y) as follows:
Table 3. Test the Validity of Measurement Indicators of Competency Variables (X1), Job Descriptions (X2), Measurement (Z) and Performance (Y) By Evaluating Outer Loading Value (Convergent Validity)

<table>
<thead>
<tr>
<th>Validity</th>
<th>Variable</th>
<th>Indicator</th>
<th>Result</th>
<th>Examination Criterion &gt; 0.5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convergent Validity</td>
<td>Competency (X1)</td>
<td>KO1</td>
<td>0.869375</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td>KO2</td>
<td>0.745096</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td>KO3</td>
<td>0.904546</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Job Description (X2)</td>
<td>DK1</td>
<td>0.881332</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td>DK2</td>
<td>0.818015</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td>DK3</td>
<td>0.891704</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Measurement (Z)</td>
<td>PK1</td>
<td>0.554221</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PK2</td>
<td>0.871547</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PK3</td>
<td>0.852795</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PK4</td>
<td>0.741838</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Performance (Y)</td>
<td>KI1</td>
<td>0.856894</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td>KI2</td>
<td>0.718748</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td></td>
<td>KI3</td>
<td>0.915259</td>
<td>Valid</td>
</tr>
</tbody>
</table>

Source: Questionaire (Processed)

The results of the analysis of data processing show that the indicators forming the latent variable construct Competence (X1), Job description (X2), Measurement (Z) and Performance (Y) and these have shown good validity results. Another way to test discriminant validity is through the Square value root of variance extracted (AVE). The expected value is above 0.50. The following is a table of AVE and the results of the roots:

Table 4. Competency Variable Validity Test (X1), Job Description (X2), Measurement (Z) and Performance (Y) By Evaluating AVE Value (Average Variance Extracted)

<table>
<thead>
<tr>
<th>AVE</th>
<th>AVE Root</th>
<th>Examination Criterion &gt; 0.5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competency (X1)</td>
<td>0.709728</td>
<td>0.842454</td>
</tr>
<tr>
<td>Job Description (X2)</td>
<td>0.747011</td>
<td>0.864298</td>
</tr>
<tr>
<td>Measurement (Z)</td>
<td>0.560873</td>
<td>0.748915</td>
</tr>
<tr>
<td>Performance (Y)</td>
<td>0.696188</td>
<td>0.834379</td>
</tr>
</tbody>
</table>

Source: Questionaire (Processed)

The lowest AVE value is 0.5608 on the Measurement variable (Z) and the highest AVE value is Job description (X2) of 0.7470 then the Competence variable (X1) is 0.7097 and performance (Y) is 0.6961. So it can be concluded that the instrument of the indicator about all the variables tested is valid because it has met the requirements above 0.50.
C. Reliability Test
The results of the Smart-PLS 2.0 software output obtained Composite Reliability and Cronbach's Alpha values for each construct variable as follows:

Table 5. Competency Variable Reliability Test (X1), Job Description (X2), Measurement (Z) and Performance (Y) By Evaluating Value on Outer Model

<table>
<thead>
<tr>
<th>Validity</th>
<th>Test Result</th>
<th>Examination Criterion</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Influence</td>
<td>Loading</td>
</tr>
<tr>
<td>Cronbach's Alpha</td>
<td>Competency (X1)</td>
<td>0,797450</td>
</tr>
<tr>
<td></td>
<td>Job Description (X2)</td>
<td>0,831368</td>
</tr>
<tr>
<td></td>
<td>Measurement (Z)</td>
<td>0,728331</td>
</tr>
<tr>
<td></td>
<td>Performance (Y)</td>
<td>0,779177</td>
</tr>
<tr>
<td>Composite Reliability</td>
<td>Competency (X1)</td>
<td>0,879326</td>
</tr>
<tr>
<td></td>
<td>Job Description (X2)</td>
<td>0,898432</td>
</tr>
<tr>
<td></td>
<td>Measurement (Z)</td>
<td>0,829221</td>
</tr>
<tr>
<td></td>
<td>Performance (Y)</td>
<td>0,871918</td>
</tr>
</tbody>
</table>

Source: Questionaire (Processed)

Based on the table above, it shows that all variables are declared reliable because the Cronbach's Alpha and Composite reliability values are above 0.70 so it can be said that the construct has good reliability.

D. Coefficient of Determination Test (R-Square)
R Square is used for the dependent variable, which is essentially to measure how far the model's ability to explain variations in the dependent variable is. The following is the result of measuring the R-Square value, which is also the value of the goodnees-fit model.

Table 6. Evaluation of R Square Value of Competency Influence Model (X1), Job Description (X2), Measurement (Z) and Performance (Y)

<table>
<thead>
<tr>
<th>Test Result</th>
<th>R Square</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competency (X1)</td>
<td>-</td>
</tr>
<tr>
<td>Job Description (X2)</td>
<td>-</td>
</tr>
<tr>
<td>Measurement (Z)</td>
<td>0,851404</td>
</tr>
<tr>
<td>Performance (Y)</td>
<td>0,860960</td>
</tr>
</tbody>
</table>

Source: Questionaire (Processed)

Based on the table above, it can be seen that the r square value of Competence (X1), Job Description (X2), Measurement (Z) of Performance (Y) is 86.1% and the remaining 13.9% is influenced by other factors not examined. The value of r square of Competence (X1) and Job Description (X2) on Measurement (Z) is 85.1% and the remaining 14.9% is influenced by other factors not examined.
E. T Test

Statistical t test or partial test on the basic instrument to show how far the influence of one explanatory/independent variable individually in explaining the variation of the independent variable. In this study, to determine whether or not there is a significant influence between competence and job description on performance with measurement as a moderator. It is known that t table = 1.985 obtained from the formula df = N-K or df = 100-5 = 95, then associated with a 95% confidence degree or alpha 0.05.

The results of the significant evaluation of the inner model are set out in the SmartPLS output below by evaluating the reflection of the T statistic value of the indicator on the instrument for each variable.

Table 7. Instruments (Indicators) Against Competence Variables (X1), Job Description (X2), Measurement (Z) and Performance (Y)

<table>
<thead>
<tr>
<th>Validitas</th>
<th>Variabel</th>
<th>Indikator</th>
<th>Hasil uji t-Statistik</th>
<th>Kriteria Uji &gt; 1.986</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convergent Validity</td>
<td>Competency (X1)</td>
<td>KO1</td>
<td>46.34517</td>
<td>Signifikan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>KO2</td>
<td>15.26879</td>
<td>Signifikan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>KO3</td>
<td>90.57347</td>
<td>Signifikan</td>
</tr>
<tr>
<td></td>
<td>Job Description (X2)</td>
<td>DK1</td>
<td>59.90766</td>
<td>Signifikan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>DK2</td>
<td>24.93604</td>
<td>Signifikan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>DK3</td>
<td>53.10961</td>
<td>Signifikan</td>
</tr>
<tr>
<td></td>
<td>Measurement (Z)</td>
<td>PK1</td>
<td>5.35712</td>
<td>Signifikan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PK2</td>
<td>47.14204</td>
<td>Signifikan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PK3</td>
<td>48.92989</td>
<td>Signifikan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PK4</td>
<td>12.5518</td>
<td>Signifikan</td>
</tr>
<tr>
<td></td>
<td>Performance (Y)</td>
<td>KI1</td>
<td>30.73218</td>
<td>Signifikan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>KI2</td>
<td>18.77747</td>
<td>Signifikan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>KI3</td>
<td>97.97165</td>
<td>Signifikan</td>
</tr>
</tbody>
</table>

Source: Questionaire (Processed)

Based on the table above, it is stated that the T statistic value reflected on the variable is mostly > 1.96, thus indicating the indicator block has a positive and significant effect on reflecting the variable.

Figure 2. Output PLS (T-Statistik)
F. Test F Results

Table 8. Path Coefficients Measurement Results and T Statistics. The relationship between variables in the Structural Model

<table>
<thead>
<tr>
<th>Variable’s Relationship</th>
<th>Original Sample (Rho)</th>
<th>T Values (&gt;1.96)</th>
<th>Ha</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competency (X1) ➔ Performance (Y)</td>
<td>0.2662</td>
<td>4.838</td>
<td>Accepted</td>
<td>There is a Positive and Significant influence</td>
</tr>
<tr>
<td>Job Description (X2) ➔ Performance (Y)</td>
<td>0.3739</td>
<td>5.373</td>
<td>Accepted</td>
<td>There is a Positive and Significant influence</td>
</tr>
<tr>
<td>Measurement (Z) ➔ Performance (Y)</td>
<td>0.3181</td>
<td>5.260</td>
<td>Accepted</td>
<td>There is a Positive and Significant influence</td>
</tr>
<tr>
<td>Competency (X1) ➔ Measurement (Z)</td>
<td>0.1506</td>
<td>2.482</td>
<td>Accepted</td>
<td>There is a Positive and Significant influence</td>
</tr>
<tr>
<td>Job Description (X2) ➔ Measurement (Z)</td>
<td>0.7825</td>
<td>13.224</td>
<td>Accepted</td>
<td>There is a Positive and Significant influence</td>
</tr>
</tbody>
</table>

Source: Questionaire (Processed)

Mathematically, the form of the structural equation of this research model is as follows:

\[
\eta_1 = \xi_1 \gamma_1 + \xi_2 \gamma_2 + \eta_2 \beta_2 + \xi_1
\]

**Performance = 0.266 Competency + 0.374 Job Description +0.318 Measurement + 0.139 Other’s Factor**

Performance is influenced by the competence factor of 0.266, job description of 0.374, measurement of 0.318 and the remaining 0.139 is influenced by other factors not examined in this study. This means that there is a direct and positive effect of competence, job description and measurement on performance. The better the competencies, job descriptions and measurements, the better the employee performance at Permata Depok Hospital.

\[
\eta_2 = \xi_1 \gamma_1 + \xi_2 \gamma_2 + \xi_2
\]

**Measurement = 0.151 Competency + 0.783 Job Description + 0.149 Other’s Factor**

The measurement is influenced by the competence factor of 0.151, Job Description of 0.783, and the remaining 0.149 is influenced by other factors not examined in this study. This means that there is a direct and positive effect of competence and job descriptions on performance measurement. The better the competencies and job descriptions, the better the measurement of employee performance at Permata Depok Hospital.

Based on data processing, the partial test is shown in table 16. In the table of statistical test results it can be seen that:

1. The results of testing the Competency variable (X1) on Performance (Y) show a tcount value of 4.838 > ttable 1.986. So, Ho is rejected and Ha is accepted. So the decision is that competence has a positive effect on performance. This shows that the higher the competence of employees, the higher the performance of employees at Permata Depok Hospital.
2. The results of testing the job description variable (X2) on performance (Y) show the tcount value of 5,373 > 1,986. So, Ho is rejected and Ha is accepted. So the decision is that job descriptions have a positive effect on performance. This shows that the better the employee's job description, the higher the employee's performance at Permata Depok Hospital.
3. The results of the measurement variable test (Z) on performance (Y) show the tcount value of 5.260 > ttable of 1.986. So, Ho is rejected and Ha is accepted. So the decision is that Performance is influenced by the competence factor of 0.266, job description of 0.374, measurement of 0.318 and the remaining 0.139 is influenced by other factors not examined in this study. This means that there is a direct and positive effect of competence, job description and measurement on performance. The better the competencies, job descriptions and measurements, the better the employee performance at Permata Depok Hospital.

https://ijbtob.org
measurement has a positive effect on performance. This shows that the higher the employee's work measurement, the higher the employee's performance at Permata Depok Hospital.

4. The results of testing the Competency variable (X1) on Measurement (Z) as a moderator show the t-count value of 2.482 > t-table 1.986. So, Ho is rejected and Ha is accepted. So the decision is that competence has a positive effect on measurement. This shows that the higher the competence of employees, the higher the measurement of employee work at Permata Depok Hospital.

5. The results of testing the variable Job description (X2) on Measurement (Z) as a moderator showed the t-count value of 13.224 > 1.986. So, Ho is rejected and Ha is accepted. So the decision is that the measurement has a positive effect on the measurement. This shows that the better the employee's job description, the higher the employee's work measurement at Permata Depok Hospital.

4.2 Discussion

**The Influence of Competence on Employee Performance at Permata Depok Hospital**

The test results of the parameter coefficients between competence and employee performance at Permata Depok Hospital show that there is a direct influence between competence and employee performance of 11.32%. The T-Statistic value is 4.838 and is significant at =5%. The T-Statistic value is far above the critical value (1.96).

The results showed that there was a positive influence of competence on employee performance. So that if employee competence is improved, it can also improve employee performance directly or indirectly, and vice versa if low competence can reduce employee performance directly and indirectly.

This proves the theory by Uno (2017) which states that competence is influenced by beliefs, skills, experience, personality characteristics and emotional issues. These results also prove the research of economists and academics, the performance of many factors that influence it. As according to Moon (1994) in Hafizurachman (2015) which states that performance is influenced by skills, abilities (competence), resources, leadership and motivation. This theory is supported by Usman (2016) who stated in the same book that performance is not only influenced by motivation, experience and ability (competence) as well as knowledge factors that contribute to improving performance. Based on previous research by Albert (2015), it was found that there was an influence of competence on the performance of health workers at Tangerang hospitals. The same thing is also proven by Sahara's research (2017), there is a positive contribution of personal competence variables to performance.

**The Influence of Job Descriptions on Employee Performance at Permata Depok Hospital**

The test results on the parameter coefficients between job descriptions and employee performance at Permata Depok Hospital indicate that there is a direct influence between job descriptions and employee performance of 30.32%. The T-Statistic value is 5.373 and is significant at =5%. The T-Statistic value is far above the critical value (1.96)

The results showed that there was a positive effect of job descriptions on employee performance. So that if the job description of employees is improved, it can also improve employee performance directly or indirectly, and vice versa if the job description is low, it can reduce employee performance directly and indirectly.

One of the factors that influence employee performance in this research is job description and job specification. The job description is the result of a job analysis as a series of activities or processes of collecting and processing information about the job, if the job description is not clear it will result in an employee not knowing his duties and responsibilities on the job, resulting in the job not being achieved properly. With a clear job design and job description, it will be more productive and achieve so that the economic benefits of the job description will be obtained. With

https://ijbtob.org
a good job description, it makes it easier for the company to achieve its goals, if employees have a good job description then employees will work effectively and can make time efficient at work so that there will be no deviations that can harm the company and can improve the performance of the employees themselves.

Based on Kasmir (2019), a job description is a job description that serves as a guide for someone to carry out their duties and responsibilities according to their position. how a job is done, the reasons why the work is done, the relationship between a certain position and other positions outside the scope of work and outside the organization (external) to achieve the goals of the work unit and the company at large. If the job description has been well structured, then the job specification or job specification will begin to be developed to arrange job analysis activities. At the time of the job description of a job or position, it can be said that the company has laid a solid foundation for the process of planning and developing human resources in the organization.

**Effect of Measurement on Employee Performance at Permata Depok Hospital**

The test results of the parameter coefficients between measurements of employee performance at Permata Depok Hospital showed that there was a direct influence between measurements on employee performance of 18.96%. The T-Statistic value is 5.260 and is significant at \( =5\% \). The T-Statistic value is far above the critical value (1.96).

The results showed that there was a positive effect of measurement on employee performance. So that if the measurement of employees is increased, it can also improve employee performance directly or indirectly, and vice versa if the measurement is low, it can reduce employee performance directly and indirectly.

Human Resources are assets of a company which are also called performance drivers and performance enablers so that the organization runs well or not. According to Becker et al in Moeherson (2018), they have developed a measurement system called the Human Resource Scorecard. This measurement is a development of the balanced scorecard concept where the Human Resource Scorecard measurement is more focused on Human Resources activities.

The most influential indicator on the measurement at Permata Depok Hospital is the Internal Business Perspective which has a factor loading value of 0.863 compared to the other three indicators. In the internal business process perspective, the research is limited to several important indicators, namely by improving the quality relationship between superiors and subordinates, providing welfare to HR, increasing the speed of service for HR, in this case related to employees at Permata Depok Hospital.

Performance measurement that has been widely used is performance measurement which only emphasizes on the financial perspective. The benchmark used is based on the traditional method only by analyzing financial statements, management control systems and company operations which only start on financial size and targets. However, measuring employee performance does not only focus on tangible assets in the form of achieving targets in the form of finance. Performance measurement must include intangible assets in the form of employees because employees have an important role in influencing the performance of a sharia financial institution. Therefore, it is necessary to measure employee performance using the Human Resources Scorecard (PKC) (Yos Indra, 2016). Through the PKC method, the company's key characteristics will be known and then evaluated so that improvements can be made which can later bring positive changes to the company so that the company can determine the right steps to improve the performance of its employees (Rusindiyanto, 2009 in Maria, 2015).

**The Effect of Competence on Measurement at Permata Depok Hospital**

The test results on the parameter coefficients between competence and employee performance at Permata Depok Hospital show that there is a direct influence between competence on employee performance of 13.0%. The T-Statistic value is 2.482 and is significant at \( =5\% \). The T-Statistic value is far above the critical value (1.96).
Competence greatly affects employee performance, the relationship states that if the competency variable changes or increases, the employee's performance will also increase. Likewise, the job description variable has increased, the employee's performance will also increase. So it can be concluded that the two variables both competence and job description have a significant influence on employee performance.

Competence is the ability to carry out a job in an organization because it is based on the abilities, knowledge and work attitudes of employees. According to Spencer and Spencer in Wibowo (2017), competence is the basic foundation of people's characteristics and indicates ways of behaving or thinking, equating situations and supporting them for a long period of time. Meanwhile, job descriptions are clearly arranged by an organization for employees to carry out their roles according to their abilities.

When compared with Uno's theory (2017) and Riduwan's research (2017), it shows that employee competence has a strong and positive influence on improving employee performance. Employees in carrying out their duties include an assignment process which means the application of an employee problem solving process that is used to identify process problems, plan systematically, and implement and evaluate the actions taken. Increasing employee competence is prioritized for professional reasons, namely how to provide high quality services to hospital patients.

Based on previous research, it is known that competence has a significant influence on employee performance (Meisy, 2019). However, there are other studies which state that competence does not have a significant effect on employee performance (Mulyono et al., 2016). The difference in the results of previous research is thought to occur due to differences in the description of the competency dimensions used. As explained in research on competence (Altafih, 2021) competence and career development in organizations can increase employee engagement and performance.

**The Effect of Job Description on Measurement at Permata Depok Hospital**

The test results on the parameter coefficients between job descriptions and employee performance at Permata Depok Hospital indicate that there is a direct effect of job descriptions on employee performance of 72.1%. The T-Statistic value is 13.224 and is significant at =5%. The T-Statistic value is far above the critical value (1.96)

Each job is very different, because each job requires different experience and knowledge. The challenge is that management must be able to analyze what type of employee or employee is needed, management needs to see what is required of each job in the organization or company through detailed job descriptions. The job description can be a hindrance if it is inaccurate, incomplete and out of date. Writing a perfect job description can be an asset and can clearly describe the position in the organization which can provide an overall operational view and can also show that the job description has been designed and analyzed as an integral part of the organization's service. Mondy (2005) states that job descriptions must be implemented in order for the organization to achieve its goals.

The results of this study are reinforced by the opinion of Hasibuan (2016), Job descriptions (job descriptions) are written information that outlines duties and responsibilities, working conditions, job relationships and aspects of work in a particular position in the organization. The job description will provide firmness and standard of tasks that must be achieved by someone who holds the position. In addition, job descriptions can also be the basis for determining job specifications and job evaluations in holding a position. A clear job description can help employees improve employee performance because employees have direction on what are their main duties and functions at work. Job descriptions that are not clear will result in an employee not knowing their duties and responsibilities. This can cause work to go wrong. This is where the important role of job descriptions in an organization or company lies.
5 Conclusion

Based on the results of testing, analysis and discussion that has been passed, it can be concluded as follows:

a. Competence has a significant and positive effect on employee performance at Permata Depok Hospital. This shows that the higher the competence of employees, the higher the performance of employees at Permata Depok Hospital.

b. Job descriptions have a significant and positive effect on employee performance at Permata Depok Hospital. This shows that the better the employee's job description, the higher the employee's performance at Permata Depok Hospital.

c. Measurements have a significant and positive effect on employee performance at Permata Depok Hospital. This shows that the higher the employee's work measurement, the higher the employee's performance at Permata Depok Hospital.

d. Competence has a significant and positive effect on employee measurement at Permata Depok Hospital. This shows that the higher the competence of employees, the higher the work measurement of employees at Permata Depok Hospital.

e. Job descriptions are significant and have a positive effect on employee measurement at Permata Depok Hospital. This shows that the better the employee's job description, the higher the employee's work measurement at Permata Depok Hospital.

REFERENCES


AH Iswanto -. 2020 Innovative Work Shift for Health Workers in the Health Service Providers in Handling COVID-19 Cases… Masyarakat Nasional (National Public Health Journal),


Moeheriono, 2016., Pengukuran Kinerja Berbasis Kompetensi Edisi Revisi, Jakarta: PT RajaGrafindo Persada


Paulus K., & Made Kembar, S.B., 2017. Smart Leadership - Being a Decision Maker #2. Yogyakarta : Andi Publisher

Peraturan Menteri Kesehatan Republik Indonesia Nomor 56 Tahun 2014 Tentang Klasifikasi Dan Perizinan Rumah Sakit

https://ijbtob.org
Pratama, S Dan Ismail, I. 2018. Mengukur Kinerja dengan HR Scorecard (Studi Pada PT BPRS Bhakti Sumekar, Sumenep). Seminar Nasional dan Call for Paper Sustainable Competitive Advantage (SCA) 8.


Undang-Undang Nomor 13 Tahun 2003 Tentang Ketenagakerjaan

Undang-Undang Republik Indonesia Nomor 36 Tahun 2014 Tentang Tenaga Kesehatan.


