

## INTISARI

*Balanced Scorecard* dikembangkan sebagai sistem manajemen kinerja yang memandang kinerja perusahaan secara menyeluruh melalui empat perspektif yaitu keuangan; pelanggan; proses bisnis internal; proses pembelajaran dan pertumbuhan. *Balanced Scorecard* juga digunakan sebagai bahan penyusunan peta strategi dalam sistem perencanaan strategik. Penelitian ini bertujuan untuk mengetahui kinerja Instalasi Farmasi Rumah Sakit Umum Daerah (RSUD) Depati Hamzah Kota Pangkalpinang menggunakan *Balanced Scorecard* dan menentukan peta strategi berdasarkan hasil pengukuran kinerja tersebut.

Penelitian ini merupakan penelitian yang bersifat deskriptif. Subjek penelitian adalah karyawan instalasi farmasi, kepala instalasi farmasi, pasien/keluarga pasien, resep, data keuangan, data kepegawaian, data pelatihan karyawan, dan data-data terkait pelayanan kefarmasian di Instalasi Farmasi RSUD Depati Hamzah Kota Pangkalpinang. Penelitian ini menggunakan indikator yang terkandung dalam keempat variabel perspektif *Balanced Scorecard*. Indikator-indikator tersebut akan menentukan kinerja Instalasi Farmasi RSUD Depati Hamzah Kota Pangkalpinang yang kemudian akan menjadi dasar dalam penyusunan peta strategi.

Hasil penelitian menunjukkan produktivitas karyawan dan retensi karyawan menunjukkan peningkatan; kepuasan karyawan berada pada kategori Tinggi; kerja tim dan keselarasan dalam kategori Baik; realisasi pengadaan perbekalan farmasi mengalami peningkatan; waktu tunggu pelayanan obat nonracikan sesuai dengan standar; terdapat pertumbuhan jumlah pelanggan dan pertumbuhan penerimaan instalasi farmasi. Indikator yang perlu mendapatkan perhatian untuk diperbaiki adalah kecukupan jumlah apoteker, persentase pelatihan karyawan, kapabilitas sistem informasi manajemen, budaya organisasi, iklim organisasi, kepemimpinan, ketersediaan obat, kelengkapan pelabelan obat, keterjaringan pelanggan, kepuasan pelanggan, persentase penerimaan instalasi farmasi terhadap penerimaan rumah sakit dan *Inventory Turn Over Ratio* (ITOR). Peta strategi disusun dengan sasaran strategik utama yaitu meningkatnya kapabilitas sumber daya manusia dan sistem informasi manajemen pada perspektif pembelajaran dan pertumbuhan; meningkatnya kualitas proses pelayanan kefarmasian pada perspektif proses bisnis internal; meningkatnya jumlah pelanggan pada perspektif pelanggan; meningkatnya persentase penerimaan instalasi farmasi terhadap penerimaan rumah sakit pada perspektif keuangan.

**Kata kunci:** kinerja, peta strategi, *Balanced Scorecard*, Instalasi Farmasi RSUD Depati Hamzah Kota Pangkalpinang

**PERFORMANCE MEASUREMENT AND PREPARATION OF STRATEGY MAP  
OF THE PHARMACY INSTALLATION IN DEPATI HAMZAH  
REGIONAL PUBLIC HOSPITAL PANGKALPINANG  
USING THE BALANCED SCORECARD**

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**ABSTRACT**

Balanced Scorecard was developed as a performance management system that sees the company's overall performance through four perspectives: financial; the customer; internal business processes; learning and growth. Balanced Scorecard is also used as building blocks of the strategy map in the preparation of strategic planning system. This study aims to determine the performance of the pharmacy installation in Depati Hamzah Regional Public Hospital Pangkalpinang using the Balanced Scorecard and determine the right strategy map based on the results of the performance measurement.

This research is a descriptive study. The subjects of the research are employee pharmacy, head of pharmacy, patient/family, recipes, financial data, personnel data, employee training data, and data related to pharmacy services in Pharmacy Installation of Depati Hamzah Regional Public Hospital Pangkalpinang. This study uses the indicator variables contained in the four perspectives of the Balanced Scorecard. These indicators will determine the performance of Pharmacy Installation in Depati Hamzah Regional Public Hospital Pangkalpinang that would later be the basis for preparing a strategy map.

The results show that there is an increase in productivity and retention of employees; a high employee satisfaction; a good teamwork and alignment; the actual provision of pharmaceutical supplies has increased; waiting time of noncompound drug services in accordance with the standards of service; increase of pharmacy installation income and customer growth. Indicators that need to be improved is adequacy of pharmacists, the percentage of employee training, management information system capabilities, organizational culture, organizational climate, leadership, availability of drugs, drug labeling completeness, the customer admission, customer satisfaction, the percentage of pharmacy revenue to hospital revenue and Inventory Turn Over Ratio (ITOR). The strategy map prepared by the increasing employees and management information system capabilities as the main strategic objectives on learning and growth perspective; increasing the quality of pharmacy services on the internal business process perspective; increasing the number of customer on the customer's perspective; increasing the percentage of pharmacy installation revenue to hospital revenue on the financial perspective.

**Key words:** performance, strategy map, Balanced Scorecard, Pharmacy Installation of Depati Hamzah Regional Public Hospital Pangkalpinang