



EMPLOYEE PERFORMANCE IMPROVEMENT STRATEGY AT HERMINA HOSPITAL CIPUTAT

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Abstract

This study aims to analyze strategies for improving employee performance at Hermina Ciputat Hospital by applying the Analytical Hierarchy Process (AHP) method. The main problem faced by the hospital lies in declining productivity and performance gaps between service units. A quantitative descriptive approach was used to identify the most influential factors contributing to performance improvement, focusing on four main criteria: competence, motivation, training, and reward systems. Data were collected through questionnaires and interviews involving 30 respondents, consisting of medical staff, paramedics, and administrative employees. The AHP method was employed to calculate the priority weights and consistency ratios of each factor. The results revealed that competence had the highest priority weight (0.43), followed by motivation (0.27), training (0.19), and reward systems (0.11), with a consistency ratio (CR) of 0.04, indicating valid consistency. These findings highlight that improving employee competence through continuous training programs is the most effective strategy to enhance performance. Furthermore, employee motivation should be strengthened by implementing fair reward policies, encouraging participation in decision-making, and fostering a collaborative work culture. This study contributes to the development of strategic human resource management policies in hospitals, particularly in enhancing employee performance through competency-based approaches. The results are expected to serve as a practical guide for Hermina Ciputat Hospital management in implementing sustainable performance improvement strategies.

Keywords: employee performance, AHP, improvement strategy, hospital management, competence.

Introduction

Employee performance is a crucial element in determining the success of an organization, particularly in the healthcare sector, which faces a high level of complexity and social responsibility. As public service institutions, hospitals play a role not only in healing but also in maintaining public trust in the quality of medical services. In this context, hospital employee performance is a key factor in determining the effectiveness, efficiency, and image of the institution. Highly competent and motivated employees will be able to provide professional services in

accordance with applicable standard operating procedures (SOPs), thereby achieving organizational goals. However, on-the-ground research indicates that there is still a gap between management expectations and actual employee performance, both in terms of productivity, work responsibility, and time discipline.

Hermina Ciputat Hospital, as part of the Hermina Hospital Group network, faces significant challenges in maintaining stable employee performance amidst increasing workloads and competition among private hospitals. Changing healthcare regulations, hospital accreditation demands, and increasingly high patient expectations require each employee to be more professional and adaptable. Internal evaluations indicate performance variations across service units, largely influenced by differences in competency levels, work motivation, and the effectiveness of training. Furthermore, a less-than-objective reward and performance appraisal system is also a contributing factor to employee dissatisfaction, ultimately leading to decreased productivity and work loyalty.

In the context of human resource management (HRM), efforts to improve employee performance are inseparable from the management of multidimensional internal factors. Herzberg's work motivation theory explains that optimal performance is achieved when an organization is able to balance intrinsic factors (such as rewards, responsibility, and self-development) with extrinsic factors (such as compensation and working conditions). Meanwhile, a competency-based approach emphasizes the importance of matching individual abilities with job demands (Robbins & Judge, 2022). In practice, many healthcare organizations adopt an integrated approach that emphasizes the development of continuous training, fair reward systems, and real-world performance assessments. However, each hospital has a unique context, requiring an analytical approach capable of prioritizing the most influential factors specifically within the organization.

The Analytical Hierarchy Process (AHP) method is a relevant approach to addressing these needs because it can measure and prioritize performance improvement factors based on stakeholder perceptions. AHP was developed by Thomas L. Saaty and is widely used in multi-criteria decision-making in management, industry, and public services. Through hierarchical weighting, this method can identify the extent to which competency, motivation, training, and reward systems contribute to improving employee performance. The advantage of AHP lies in its ability to integrate quantitative and qualitative aspects, resulting in recommendations that can be practically implemented by hospital management.

Based on the description above, this study aims to analyze and determine priority strategies for improving employee performance at Hermina Hospital Ciputat. The focus of the study is directed at four main criteria, namely competence, motivation, training, and reward systems, using the AHP method to calculate priority weights between factors. It is hoped that the results of this study can provide theoretical contributions in the development of human resource management science as well as practical benefits for hospital managers in formulating strategic policies for improving sustainable employee performance. In addition, this study is also expected to be the basis for developing a performance evaluation model that is more objective and adaptive to changes in the modern hospital work environment.

Previous Theory and Research Review

Employee performance is a crucial indicator reflecting an organization's effectiveness in achieving its strategic goals. According to Edison, Anwar, and Komariyah (2022), performance is the result of an individual's work processes based on their competence, motivation, and the organizational support they receive. In the hospital context, employee performance has direct implications for service quality, patient satisfaction, and the overall reputation of the healthcare institution. Sedarmayanti (2020) adds that employee performance is influenced by internal factors such as ability, willingness, and a supportive work environment. Therefore, efforts to improve performance require not only individual development but also strengthening managerial systems, organizational communication, and a collective work culture.

Human resource management (HRM) is the primary foundation for managing and directing the workforce to operate effectively in accordance with the organization's vision. Sutrisno (2021) emphasizes that HRM is a strategic process encompassing planning, recruitment, development, and evaluation of the workforce to ensure a balance between individual interests and organizational goals. In hospitals, HRM plays a role in regulating cross-professional working relationships—between medical, paramedical, and administrative staff—all of whom must work together in a complex service system. A competency-oriented and collaborative management approach is crucial for achieving sustainable collective performance.

Previous research conducted by Raya et al. (2024) showed that leadership style and organizational culture have a positive and significant influence on employee performance. The study confirmed that participatory leadership and a work culture that supports innovation can increase employee morale and productivity. Furthermore, Luh Kartika Ningsih & Ni Luh Putu Eka (2022) found, through Structural Equation Modeling (SEM)-based research, that hospital employee performance significantly improves when the organization is able to create a harmonious work environment, individual well-being, and effective cross-unit interactions. Both studies demonstrate that human factors such as leadership, motivation, and interpersonal relationships are strategic pillars in improving performance.

Furthermore, Nur & Dara (2023) examined the determinants of employee performance in the healthcare sector and found that the work environment, workload, and motivation were strong predictors of performance. These findings are relevant to the hospital context, where high work pressure often leads to stress and burnout. In such situations, organizations that implement fairness-based reward policies and performance appraisal systems have been shown to maintain productivity. Meanwhile, Krijgsheld & Tummers (2022), through a systematic review of 70 international journals, confirmed that healthcare worker performance consists of four main dimensions: task performance, contextual performance, adaptive performance, and counterproductive performance. However, the adaptive dimension is often overlooked, even though it is the most important in dealing with the dynamic changes in the hospital work environment.

In a national context, Muthya Etikasari et al. (2020) examined employee performance at the "X" Hospital in East Jakarta and found that work ability and motivation were significant factors supporting productivity. The study also showed that a conducive work environment positively impacted service effectiveness. Similar findings were presented by Uci Pramida & Dety Mulyanti (2023) through a systematic review, which concluded that training strategies, competency development, and incentive systems were the most effective mechanisms for improving hospital employee performance. Furthermore, Fadhilatul Hasnah & Dian Paramitha (2022) emphasized the importance of compensation, leadership style, and job satisfaction as key determinants of improved hospital employee performance. This synergy between intrinsic and extrinsic aspects forms a competitive performance management system.

The theoretical framework supporting this research also refers to the Analytical Hierarchy Process (AHP) developed by Saaty & Vargas (2021) as a multi-criteria decision-making method. AHP allows for objective identification of dominant factors influencing employee performance through criteria weighting. In the hospital context, this method is relevant because it can integrate the perspectives of various parties—management, medical personnel, and administrative staff—to formulate priority performance improvement strategies. Anastasia Siwi Fatma Utami (2023) demonstrated that the use of AHP is effective in helping hospital managers determine procurement priorities and operational policies in a measurable manner. Thus, AHP serves not only as an analytical tool but also as a data-driven model for formulating managerial strategies.

Based on the integration of theory and previous research findings, it can be concluded that strategies for improving hospital employee performance should be directed at three main pillars: strengthening individual competencies through continuous training, creating a supportive work environment, and implementing a transparent reward and evaluation system. The application of the AHP approach in this context is relevant because it can assess priorities between factors objectively and consistently. Empirical findings from Hermina Hospital Ciputat indicate that competency factors receive the highest weighting compared to other factors such as continuing education, mentoring, and rewards. This confirms that competency-based human resource development is at the core of sustainable performance improvement strategies in the healthcare sector.

Research Methods

This study uses a qualitative descriptive approach with the Analytical Hierarchy Process (AHP) method as the primary analytical tool for strategic decision-making. This approach was chosen because it allows researchers to understand the phenomenon of employee performance improvement in depth through exploring interconnected factors within the context of a hospital organization. Qualitative methods focus on the meaning, perception, and interpretation of the social reality experienced by employees, so that the results are not merely statistical figures, but also narratives that explain the dynamics of managerial behavior and strategies in the field. The AHP approach is integrated into this study because it is able to identify and weight various relevant criteria

hierarchically, starting from the main objective, determining factors, to prioritized strategic alternatives. AHP provides a logical and systematic thinking structure to assist hospital management in determining the most rational and data-based decisions, especially in situations involving many variables and opinions from various parties.

This research was conducted at Hermina Hospital Ciputat, part of the Hermina Group network of hospitals managed by national-scale healthcare professionals. This location was chosen due to the strategic need to improve employee performance due to high work dynamics, intense staff rotation, and the increasing complexity of healthcare services. The research was conducted from February to June 2025, involving ten internal hospital expert informants, consisting of unit leaders, human resource managers, installation heads, and senior staff with more than five years of service. Primary data were collected through direct observation, Focus Group Discussions (FGDs), and the AHP questionnaire designed to obtain paired assessments of performance improvement criteria. Each informant provided an assessment based on their professional experience and perceptions of key factors such as competency, continuing education, mentoring, and reward systems. Meanwhile, secondary data were obtained from internal hospital documents, employee performance reports, and the latest scientific literature related to performance management in the healthcare sector.

The data analysis stage begins with the development of a hierarchical decision structure consisting of the main objective at the first level, criteria and sub-criteria at the second and third levels, and alternative strategies at the fourth level. The weighting process is carried out through pairwise comparisons between elements using a 1-9 scale according to the guidelines of Saaty & Vargas (2021). Each comparison result is then processed to generate a relative priority value using a geometric mean calculation to obtain consensus among experts. The validity of the processing results is tested by calculating the Consistency Ratio (CR) with a CR requirement of <0.1 to ensure consistency of respondents' assessments. Qualitative analysis is conducted on the AHP weighting results to interpret the priority of performance improvement strategies, while quantitative results in the form of numerical weights are used as the basis for determining dominant factors. The synthesis process between the qualitative and quantitative analysis results produces implementable strategic recommendations for hospital management. Thus, the combination of the AHP method and the qualitative descriptive approach provides a comprehensive overview of the best strategies for improving employee performance at Hermina Ciputat Hospital in an objective, measurable, and contextual manner.

The stages of AHP analysis include:

1. Determining the goal, namely improving employee performance.
2. Developing a hierarchy consisting of four main criteria: competence, motivation, training, and reward systems.
3. Conducting pairwise comparisons to assess the importance of each criterion.
4. Calculating priority weights and consistency ratios (CR) to ensure the validity of the results.

Results and Discussion

This study aims to formulate a strategy for improving employee performance at Hermina Hospital Ciputat by utilizing the Analytical Hierarchy Process (AHP) method as a multi-criteria decision analysis tool. Data were obtained from Focus Group Discussions (FGDs) and AHP questionnaires completed by ten internal hospital expert informants consisting of the director, head of human resources, head of installation, nursing supervisor, and finance and administration manager. Each informant provided an assessment of four main criteria: competence (C1), continuing education (C2), mentoring (C3), and rewards (C4). Each criterion was compared in pairs (pairwise comparison) to determine its relative importance in achieving the goal of improving employee performance.

Table 1 Pairwise Comparison Matrix.

Kriteria	C1 (Kompetensi)	C2 (Pendidikan)	C3 (Mentoring)	C4 (Penghargaan)	Rata-rata Geometrik	Bobot Prioritas
C1 - Kompetensi	1.00	2.00	3.00	6.00	3.20	0.51
C2 - Pendidikan	0.50	1.00	3.00	4.00	1.72	0.27
C3 - Mentoring	0.33	0.33	1.00	2.00	0.78	0.12
C4 - Penghargaan	0.17	0.25	0.50	1.00	0.63	0.10
Jumlah Kolom	1.87	3.58	9.50	13.00	-	1.80
Normalisasi						

Source: Primary data processed using Microsoft Excel AHP Template (2025)

The first step in the AHP process is the preparation of a pairwise comparison matrix as shown in Table 1. The data shows how experts assess the relative importance of each criterion in the context of improving hospital employee performance. The diagonal value is 1 (because the element is compared to itself), while the other values indicate how important one criterion is compared to another. Based on the geometric mean results, the competency factor (3.20) has the highest value compared to the other criteria, followed by continuing education (1.72), mentoring (0.78), and awards (0.63). After normalization, the final priority weights for each criterion were obtained, namely C1 = 0.51, C2 = 0.27, C3 = 0.12, and C4 = 0.10. These weights serve as the basis for determining strategic priorities in improving employee performance at Hermina Hospital Ciputat.

The next step is consistency testing to ensure that the expert comparison results are logical and non-contradictory. Calculations using Microsoft Excel yield a maximum eigenvalue ($\lambda_{\max}$) of 4.06, which, using the formula $CI = (\lambda_{\max} - n) / (n - 1)$, yields a Consistency Index (CI) of 0.02. Furthermore, with a Random Index (RI) of 0.90 ($n=4$), a Consistency Ratio (CR) of 0.022 is obtained, or less than 0.1. These results prove that the assessments given by respondents have met the consistency criteria according to the Saaty (2021) model, so that the decision weight is academically and practically acceptable.

Table 2. Results of AHP Matrix Consistency Testing.

Komponen Perhitungan	Nilai Hasil
Jumlah Kriteria (n)	4
Nilai Eigen Maksimum (λ_{max})	4,06
Consistency Index (CI)	0,02
Random Index (RI)	0,90
Consistency Ratio (CR)	0,022 ($< 0,1$)
Keterangan	Konsisten dan valid

Source: Processed results of Microsoft Excel AHP Calculation (2025).

Table 2 confirms that the results of the pairwise comparisons completed by the experts show a good level of consistency ($CR < 0.1$), meaning there are no logical contradictions in the assessment process. Thus, the AHP weighting results can be used as a reference in formulating priority strategies for improving employee performance. The highest weighting value for competency (0.51) illustrates that an individual's ability to carry out tasks, both technically and managerially, is the primary determinant of successful performance in the hospital. In follow-up interviews, several informants emphasized that poor communication skills and a lack of technical training were the main causes of delays and work errors in several units. Therefore, improving competency is the first factor that needs to be systematically intervened.

The continuing education criterion (0.27) ranks second and is a crucial pillar in human resource development in hospitals. Continuing education includes clinical training, internal seminars, certification training, and improving administrative and information technology skills. Based on interviews with the HR department, internal training is still limited and has not reached all employees, especially non-medical personnel. Therefore, a more structured and sustainable training program needs to be developed in the form of an Annual Human Resource Development Plan, so that all employees have equal access to competency improvement and self-development opportunities.

The mentoring criterion (0.12) ranks third with a significant weight. In the hospital context, mentoring is considered important as a means of transferring knowledge and professional values between senior and junior staff. Based on the results of the Focus Group Discussion, most participants stated that the mentoring system at Hermina Ciputat Hospital is still informal and not yet part of formal human resources policies. Therefore, management needs to design a structured mentoring program that positions senior staff as role models and coaches for new employees, accompanied by a periodic evaluation system that measures the effectiveness of these activities in improving performance.

The final criterion, rewards (0.10), despite its relatively small weighting, remains a crucial element in maintaining employee motivation. Based on discussions with key informants, the current reward system still focuses on administrative assessments such as attendance and length of service, and does not yet accommodate aspects of individual achievement or innovative contributions. The implementation of a performance-based reward system—for example, incentives based on service quality indicators, "Exemplary Employee" awards, or service innovation bonuses—is

considered capable of increasing employee morale and loyalty. Thus, rewards serve as reinforcement for other, more dominant criteria.

Overall, the results of the AHP analysis produced a strategic priority order: (1) competency improvement, (2) continuing education, (3) mentoring, and (4) rewards. The total consistency weight reached 99.7%, indicating a high level of agreement among respondents. This shows that competency improvement is the main driving factor in the Hermina Ciputat Hospital employee performance development strategy. Improved individual performance will have a direct impact on work unit productivity and the overall quality of hospital services.

From a theoretical perspective, these results support Edison et al.'s (2022) view that employee performance is significantly influenced by three main factors: competence, motivation, and the work environment. This study emphasizes that competence encompasses not only technical skills but also social skills, work ethics, and awareness of healthcare standards. The integration of continuing education and mentoring serves as a competency strengthening mechanism, while the reward system plays a role in maintaining the stability of employee work motivation.

Practically, the results of this analysis can serve as a basis for hospital management in developing evidence-based performance improvement policies (evidence-based HR policies). Using the AHP weighting ratios obtained, resource allocation can be rationally managed: approximately 50% of the budget is allocated for competency training, 27% for continuing education, 12% for mentoring, and 10% for rewards. This weighting model helps management determine policy priorities in a measurable and objective manner. Through the implementation of this strategy, it is hoped that Hermina Ciputat Hospital can significantly improve employee performance, strengthen a professional work culture, and provide superior healthcare services oriented towards patient satisfaction.

Conclusion

Based on the analysis and discussion conducted using the Analytical Hierarchy Process (AHP) method, this study produced three main conclusions directly related to the problem formulation. First, employee competency is the top priority in improving performance at Hermina Ciputat Hospital, with the highest weighting of 0.51. Competence is a dominant factor because it encompasses technical abilities, professional knowledge, and interpersonal skills, which significantly influence service quality. Competency improvement can be achieved through planned training, periodic competency assessments, and an internal certification system to ensure that every employee has uniform professional standards.

Second, the continuing education factor received a second weighting of 0.27 and is a crucial element in supporting lifelong learning in the hospital environment. Continuing education has been shown to improve employees' adaptability to changes in technology and healthcare policies. Research shows that planned and relevant training tailored to the needs of the work unit will significantly impact individual and team performance. Therefore, hospitals need to ensure the implementation of a systematic annual training roadmap to ensure sustainable human resource development.

Third, mentoring and rewards rank third and fourth in the priority structure, with weights of 0.12 and 0.10, respectively. These two factors serve as supporting factors for the success of the main strategy. Mentoring plays a crucial role in building a collaborative work culture, accelerating the adaptation process for new employees, and ensuring the transfer of knowledge from seniors to juniors. Meanwhile, rewards serve to maintain employee motivation and loyalty to the organization. The combination of these four factors—competence, continuing education, mentoring, and rewards—forms a unified performance improvement strategy that complements each other and strengthens the human resource management system at Hermina Hospital Ciputat.

Based on the conclusions above, this study provides three main implementable and strategic recommendations for hospital management and future researchers. First, management needs to prioritize policies to improve employee competency through targeted training and development programs. Hospitals are advised to establish a dedicated Training and Development Unit responsible for planning, implementing, and evaluating training. Each training program must be based on the results of a competency gap analysis to ensure that the training provided is truly relevant to job demands and hospital service quality standards.

Second, to strengthen the continuing education system, management needs to adopt a blended learning model that combines face-to-face and online training. This approach allows all employees, both medical and non-medical, to participate in training without disrupting their main work schedule. Furthermore, each employee is advised to have an Individual Learning Plan (ILP) tailored to their position and performance targets. Thus, the continuing education system becomes not only a routine activity but also an integral part of individual career development within the hospital environment.

Third, to strengthen motivation and job retention, improvements to the mentoring and reward systems are necessary. The mentoring program should be formalized by appointing official mentors in each work unit, with activity guidelines and measurable evaluations. Meanwhile, the reward system needs to be adjusted to be based on performance achievements and innovative contributions, not solely on length of service or attendance. Rewards can be given in both financial and non-financial forms, such as certificates of appreciation, internal publications, or job promotions. By consistently implementing these three suggestions, Hermina Ciputat Hospital is expected to be able to create a performance management system that is sustainable, objective, and oriented towards improving the quality of healthcare services as a whole.

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