

Public Relations Management Performance Measurement: Designing Key Performance Indicator Case Study In Hospital X

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ABSTRACT

In attempt of hospital development, hospital X focus on current performance measurement only on marketing performance in terms of sales volume and sales revenue for maximizing profits. Performance evaluation of public relations activities at hospital X so far have not had the performance measurement. As the result; the contribution of public relations, in order to support the activities of the organization, are not measurable. This study aims to measure the performance of PR management by designing key performance indicators by conducting a process of identifying stakeholder necessity exists in hospital X. The identification of stakeholder necessity exist in hospital X will then become the basis of designing PR's KPI. The stakeholder in this study are director, head of marketing, staff as internal stakeholder and customer, supplier and regulator as external stakeholder. The results of this study is the assessment of PR performance which include work result assesment formulated six responsibilities namely, customer satisfaction, customer complaints, fostering community, events, social media content and website traffic. While the work behavior assesment with the indicators of competence namely communicative, flexibility, discipline, teamwork, customer service.

Keywords: Public relations, stakeholder management, performance assessment, key performance indicator

Dalam usaha pengembangan RS X, fokus pengukuran kinerja saat ini hanya menitikberatkan pada kinerja marketing dalam hal sales volume dan sales revenue dalam usaha perolehan laba maksimal. Pengukuran kinerja manajemen kehumasan RS X selama ini belum memiliki alat pengukuran kinerja yang tercermin dalam KPI sebagai alat evaluasi yang tepat. Sehingga, kontribusi humas dalam mendukung kegiatan organisasi menjadi tidak terukur. Penelitian ini bertujuan untuk mengukur kinerja manajemen kehumasan dengan merancang KPI (indikator kinerja kunci) dengan melakukan proses identifikasi keinginan dan kebutuhan stakeholder yang ada di RS X. Stakeholder pada penelitian ini antara lain direktur, kepala unit marketing, karyawan sebagai stakeholder internal dan pelanggan, supplier serta regulator sebagai stakeholder eksternal. Hasil penelitian ini ditemukan penilaian hasil kerja (result) dirumuskan 6 tanggung jawab yang digunakan dalam penilaian hasil kerja, yaitu kepuasan pelanggan, keluhan pelanggan, pembinaan komunitas, program promo seminar dan senam, konten media sosial dan kunjungan website. Sedangkan penilaian perilaku kerja (behavior) dengan indikator kompetensi antara lain komuniatif, fleksibilitas, kedisiplinan, teamwork, pelayanan konsumen.

Kata kunci: manajemen kehumasan, stakeholder, penilaian kinerja, key performance indicator

Introduction

In the management of Hospital Organization, communication is placed in a section that is named Public Relations. Public relations is a management function which performs mutual

information communication of information to the public internal and external to build cooperation for a good reputation and positive image of the organization (Indonesian Ministry of Health, 2013). Despite the existence of hospital PR in Indonesia is still relatively new, the public relations play an important role from the very existence of the organization of the hospital.

In the regulation of Health Minister, no 004 year 2012, on chapter III about hospital promotion, elaborated on the activities of hospital marketing and PR. Similarities mainly lies in target group, while the difference is as follows:

Table 1. The difference of Marketing and Public Relations in Hospital

Hospital marketing	Hospital PR
The availability of health services that's worth a "sell", with prices within the community	Spread the information the ins and outs of the hospital.
The growth of demand (demand) the service will be "sold".	Identified the issues/feedback from the community
	Conveys the response to the issue of the hospital.

The role of the hospital that has a social function as a provider of health care force hospitals to apply concepts and management strategies that professionals in all fields, including in the field of PR. In such situations, the important role of public relations for an organization widely recognized.

According to Jacobalis quoted by Hasan (2015), the hospital's public relations effort is a deliberate, planned and continues to create two-way communication between hospitals with the public with the aim of maintaining mutual understanding, cooperation, meet the common interest, and improve the overall image of the hospital.

The inclusion of public relations into marketing because of the increase in consumer needs and interests as well as the corporate image and products should always be maintained and improved (Ardianto, 2009). Since its establishment, the PR of hospital X under the marketing and PR department have been running most of the communication activity was publicity.

Through publicity, public relations can be expected to maintain the reputation and image of the institution. Publicity regarding innovation, community events, community empowerment and the health articles in collaboration with doctors is a major discourse raised by the PR. This is done with the aim to give a message to the audience about the mission of the hospital that is committed to optimizing the quality of life of people with compassionate service, trusted and focus on customers. When the corporate image, product or service has been positive in the eyes of the consumer, then ease the marketing efforts to get customers.

The PR of hospital X already running PR activities, such as monitoring the media, producing internal media, visit the media, managing the website, held an event for the community, doing coverage of the activities of the organization, and use of media social as a means of two-way communication directly with customers. The last step in the process of PR management is conducting a top rating preparation, implementation, and results of the program.

In attempt of hospital development, the focus of the current performance measurement only focuses on the marketing performance in terms of sales volume and sales revenue in an effort to gain maximum profit, as well as Patient Satisfaction Index satisfaction through surveys sourced from patients are carried out by public relations. While in the guidelines the department organizing Marketing & Public Relations, is set up with a clear job spec marketing and public relations unit, complete with a job description and qualification based on the vision and mission of the organization.

Meanwhile, there has been no performance measurement tools that are reflected in the KPI as a means of evaluation is appropriate in order to quickly make improvements if there are things that are distorted or obstructed. To address the deficiencies in performance measurement on the public relations hospital X, then used a method of approach that measures the performance of companies that put forward the importance of harmonizing aspects of the company as a whole, including the investor, customer, employee, suppliers, Government and the community as stakeholders of the hospital.

When stakeholders have been identified, the company already has the basic advantage in competition and could increase the market and the results desired (Rivai, Basri, Sagala, pure, 2005). The company has been preparing for expansion on the needs and expectations of stakeholders will provide a long-term opportunity to be successful. Therefore, researchers looked at the need to make a research on the measurement of PR management performance in which the results of this research are expected to be obtained the draft Key Performance Indicator (KPI) public relations hospital X.

Performance measurement is reflected in the Key Performance Indicator (KPI). KPI is an indicator that provides information to what extent has managed to embody the work targets which have been set. KPI public relations hospital X need to be attentive to the wants and needs as well as the contribution of the stakeholders as well as to consider various things, such as strategies, processes and capabilities public relations hospital X.

Based on the background and problem identification, then the outline of the research issues are: how the Model Key Performance Indicator stakeholder with a base that can be used for performance measurement public relations management of hospital X?

From the outline of the problem above, then the purpose of the research was to get the model Key Performance Indicator stakeholder with a base that can be used as performance measurement tools public relations management of hospital X.

Method

As for the frame of the concept this research begins by identifying the Key Performance Indicator models with stakeholder base that can be used for performance measurement management PR X RS. then, identify the PR and management stakeholders. Of the two, made the identification of performance parameters through interviews and obtained KPIS according to stakeholders.

The research approach will be used in this study is a qualitative research approach. Poerwandari (2007) revealed that qualitative research generate and manipulate data that is descriptive of its nature, such as the transkrip interviews, field notes, images, photos, video footage, and more. The definition above shows some of the keywords in qualitative research, namely: the process, understanding, complexity, interaction, and human. The process of doing research is qualitative research emphasis in therefore in carrying out research, researchers focus more on process than on the end result.

In conducting this research, the approach chosen to conduct the analysis is exploratory because the exploration will be conducted in order to dig up information through the key personnel within the organization can be used to research object design of the key indicators of hospital X.

In this study, the types and data sources that are used are the primary data, results of stakeholder interviews to the hospital among other investors, customers, employees, suppliers, as well as the Government and the community. Stakeholders of the hospital established by the researchers are:

1. Director of the hospital X
2. Head Of Unit Marketing & Publicist
3. Public Relations Staff
4. Employees
5. The consumer
6. Supplier
7. Governance

Then secondary data, defined as sources that do not directly provide the data to the data gatherer. Secondary data that will be used by researchers is a form of internal documents of the institutions which include profiles of institutions and of public relations unit in the form of a work programme has been carried out.

The process of data analysis is carried out with reference to the three main components of the review of the literature. First, the analysis of the needs and desires of stakeholders to establish performance indicators of public relations.

The second, done the analysis that was done with reference to the job description publicist hospital X. Will be analyzed further activities conducted by public relations that is currently running in hospital X.

Third, conducted an analysis of the related aspects of the performance assessment, which consists of two parts i.e. top performance measurement results (results) and performance measurement over a work behavior (behavior).

Result and Discussion

The process of identifying Key Performance Indicators is done by analyzing and matching data against the results of the elaboration of the PR activities of identification job description that has obtained the data analysis of the wishes and needs of stakeholders.

Tabel 2. Key Performance Indicator identification

STAKEHOLDER							PERFORMANCE INDICATOR
DIRECTOR	HEAD UNIT	PR	STAFF	CUSTOMER	SUPPLIER	REGULATOR	
Increment in the number of new patients			Increment in the number of new patients	Customer Satisfaction	Increment in the number of new patients	Customer Satisfaction	Customer satisfaction
Increment in hospital revenue	Zero media customer complaint					Compliance toward hospital promotion regulation	
Customer satisfaction rate than customer complaints rate	Customer satisfaction rate than customer complaints rate	Customer satisfaction rate than customer complaints rate	Customer satisfaction rate than customer complaints rate				Customer complaint
Complaint settlement	Complaint settlement	Complaint settlement	Complaint settlement	Complaint settlement			
Fostering community	Fostering community	Fostering community		Fostering community		Fostering community	Fostering community
Health talk and exercise event	Health talk and exercise event	Health talk and exercise event	Health talk and exercise event	Health talk and exercise event	Health talk and exercise event		Health talk and exercise event
	Social media content	Social media content		Social media content	Social media content		Social media content
	Increment of web traffic						Web traffic

Tabel 3. Assessment of Result Identification

ASSESSMENT OF RESULT					
COMPONENT OF ASSESSMENT				SCALE	
NO	RESPONSIBILITY	TARGET	STANDARD	WEIGH	NOTE
1	Customer Satisfaction	Increment in the number of new patients	Increment in hospital revenue	30%	The volume of new patients increase
2	Customer Complaints	Customer satisfaction rate than customer complaints rate	max. 3x24 hours, zero media	30%	the number of complaints lessen every month
3	Fostering community	Adding community	community added	10%	the number of community > one
4	Promotion, health talk and exercise	Old patient loyalty	The number of old patient do not lessen	10%	Promo, health talk and exercise every month
5	Social media content	promotion and hospital service publication	number and the variety of content	10%	New content everyday
6	Website traffic	easy information access for customer	increment in web visitor	10%	Number of patient doing web appointment increased

Tabel 4. Assessment of Behavior Identification

ASSESSMENT OF BEHAVIOR							
COMPONENT OF ASSESSMENT			SCALE				
NO	INDICATOR OF COMPETENCY	WEIGH	1	2	3	4	5
1	Communicative Relation with peers, supordinate, superior and customer. To hear input and comment, sharing information clearly and actively	25%	Able to do verbal communication and non-verbal, listening and paying attention to the problems of peers, subordinates, and superiors	Able to do verbal communication and non-verbal, listening and paying attention to the problems of co-workers, subordinates, superiors and customers	Able to do verbal communication and non-verbal, listening and paying attention to the problems of colleagues and superiors and helping deliver win-win solutions.	Able to do verbal communication and non-verbal, listening and paying attention to the problems of co-workers, superiors and customers and helps to provide a win-win solution.	Able to do verbal communication and non-verbal, listening and paying attention to the problems of co-workers, subordinates, superiors and customers well and help deliver win-win solutions.
2	Flexibility Adjusting on changes and ways in doing something in a quick and positive when the situation changes	15%	Able to adjust at the change of the situation that occurred at work quickly	Able to solve the problem at work quickly	Able to adjust at the change of the situation that occurred and resolve the problems that exist at quickly.	Able to adjust at the change of the situation that occurred and resolve the problems that exist at quickly and positively	Able to customize on the changes of the situation and resolve the problem at work and always give a recommendation plan follow-up repair to the problems that exist at work
3	Discipline Can set the job order done based on priority	15%	Able to do his work	Able to do his work based on priority	Able to do his work based on priority and report the result	Able to do his work by planning, making priority scale and report the result.	Able to do his work by planning, being productive with new idea and have a neat and on time reporting system
4	Teamwork Able to coordinate and collaborate with partners	20%	Able to work in team	Able to work in team and coordinate with partners	Able to work in team and able to help partner that have work problems	Able to work in team and coordinate with partners, also able to help partner that have work problems	Able to be proactive helping partners that have work problem, honest, open and realiable
5	Customer service Knowing correctly the importance of giving the best services for customer; understanding customer needs	25%	Able to serve customer	Able to serve customer, both patient and their family	Able to serve customer, both patient and their family through positive act in having interaction with customer	Able to serve customer, both patient and their family through positive act, language and sayings in having interaction with customer	Giving service beyond expectation (patient and family) through open act, correct transparancy and in accordance to ethic code in information, language, saying and positive act in having interaction with customer

The table above shows that from the PR job description, formulated six responsibilities used in the performance measurement are, customer satisfaction, customer complaints, fostering community, seminar program, social media content and website traffic. Then, this formulation process discussed with the key informant, Director.

Preparation of the weights proportion of performance indicators toward behavior indicators in the performance of individual staff performance assessment of public relations at hospital

X based on the results of interviews with the Director as the top management in the company for the employee performance assessment.

Conclusion

The conclusions of this research are summarized from the results and analysis of the discussion of the previous chapter. The results of the research in the form of formulation of stakeholder necessity toward PR. The Formula of stakeholder necessity toward PR has been aligned with the formulation of the vision, mission, goals and strategies of the hospital X.

The result of the next research of is the job description of the public relations. This job description has been able to contribute to the achievement of the vision, mission, objectives and strategies of public relations. The results obtained from this research is the performance assessment indicators (result) for public relations. Then, also obtained the behavior performance measurement indicator formulation of basic competence that should be owned by the PR in order to be able to carry out the duties and responsibilities with the achievement of a standard average performance results.

The individual performance assessment is that in terms of determining the assessment of indicators of work which includes responsibility (accountability), goals (objectives), and standard; the determination of competence to conduct assessment work has been rated appropriately and in accordance with the results of the work and the behavior will be applied by the employee in performing the duties and responsibilities of everyday.

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