

ANALYSIS OF FINANCIAL PERFORMANCE IN UNDATA HOSPITAL CENTRAL SULAWESI

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Abstrak

This research aims to analyze the financial conditions and financial performance at UPT. Undata Hospital, Central Sulawesi, for five years (2018-2022) using a quantitative approach and descriptive methods. The research results show variations in financial performance: in 2018 it was moderate (67.11, BBB), influenced by the achievement of cash ratios, current ratios, receivables collection periods and inventory turnover which were not yet optimal. In 2019, performance decreased (64.47, BBB), but was still in the medium category. In 2020, performance improved (69.74, BBB), although it did not reach the overall good category. In 2021, performance improved (71.05, A), but there is still room for improvement. In 2022, performance remains good (70.26, A) with emphasis on cash ratio, current ratio, return on equity and inventory turnover. These results provide an understanding that UPT's financial performance. Undata Regional Hospital improved during the research period, but there are still aspects that need to be improved. These findings can be used as a basis for improving hospital financial management.

Keywords: Financial Performance Analysis, Financial Ratios

INTRODUCTION

Hospitals, which are one of the health public service agencies (BLU), certainly have an important role in dealing with *Covid-19 cases*. Apart from providing care and treatment to patients, BLU health also provides education to the public to minimize the spread of the virus. Hospitals in a broad sense are institutions that provide comprehensive health services that provide inpatient, outpatient and emergency care services whose services are provided by doctors, nurses and other health experts. One of the goals is to provide good health services to improve the welfare of the general public. According to the Regulation of the Minister of Health of the Republic of Indonesia Number 4 of 2018, it is a health service institution that provides

comprehensive individual health services that provide inpatient, outpatient and emergency services.

Apart from providing care services to patients, hospitals also sell goods or services similar to those carried out by profit-oriented companies *in general*. However, hospitals under the government are not at all profit-oriented (*Non-Profit Organization*) because they are budget-based where the funds provided are spent according to the available budget, so that in providing medical services to the community, hospitals of course want to make a profit. However, as a non-profit organization, the level of gain or achievement of profits is not the main priority, but to be able to assess the hospital's performance and ability to manage existing funds.

Assessing hospital financial performance is one way that management can fulfill its obligations to funders and achieve the goals set by the hospital. According to Fahmi, (2011:2) financial performance, it is a description of the company's achievement of success, which can be interpreted as the results that have been achieved for the various activities carried out. It can be explained that financial performance is an analysis carried out to see the extent to which a company/agency has implemented financial implementation rules properly and correctly. The way to find out whether financial performance is good or bad can be found by analyzing the hospital's own financial report.

The financial report aims to account for activities during a certain period and also as a basis for decision making. Management of these funds must be carried out in a transparent and accountable manner. The management of funds obtained by the hospital must be conveyed or accounted for by the hospital management to the parties who require financial reports and the government as the provider/provider of funds. Accountability provided by hospital management can be in the form of information regarding various economic activities carried out by the hospital within a certain time period.

According to financial report analysis, Najmudin, (2011:64) it is a process of breaking down the data (information) contained in financial reports into separate components, examining each component and studying the relationships between these components using certain analytical techniques in order to obtain a proper understanding and comprehensive picture of the information. Financial report analysis is intended to help how to understand financial reports, how to interpret the numbers in financial reports, how to evaluate financial reports and how to use

financial information to make decisions.

Judging from its objectives, the Undata Regional General Hospital (RSUD) of Central Sulawesi Province provides the best services and organizes all activities with examinations, treatment and health care that are needed, especially during the Covid-19 *pandemic* . Even though the goal of Undata Hospital is to provide health services to the community (*Public Service*) and is non-profit, this does not mean that this hospital has no financial goals at all. This can be reviewed and seen from the management of financial data carried out by Undata Hospital in the form of financial reports.

The Undata Regional General Hospital (RSUD) of Central Sulawesi Province needs to carry out an analysis of financial reports to determine the financial activities, investments and operational activities of the hospital through financial ratio analysis and to ensure that the hospital's objectives are achieved and to find out the extent of its economic and efficient level . and the effectiveness of the Undata hospital. The importance of financial report analysis as a tool and source of information in assessing financial conditions and the achievements or success of Undata Palu Hospital in managing finances.

**Table 1.1 Total UPT Budget.
 Undata Hospital 2017-2021**

Year	Budget			Amount (Rp)
	BLU (Rp)	APBD (Rp)	DAK (Rp)	
2017	85,500,000,000.00	101,618,958,364.00	75,868,638,000.00	262,987,596,364.00
2018	93,219,538,862.00	120,735,955,973.00	82,698,262,000.00	296,653,756,835.00
2019	112,097,834,258.00	116,450,570,470.00	50,251,270,000.00	278.799.674.728.00

20 20 20	106,599, 899,282. 90	89,845,8 63,489.0 0	49,432,6 99,726.0 0	245,878, 462,497. 90
20 21	111,655, 874,689. 00	20,243,5 75,216.0 0	6,159,17 9,518.00	138,058, 629,423. 00

Data Source:

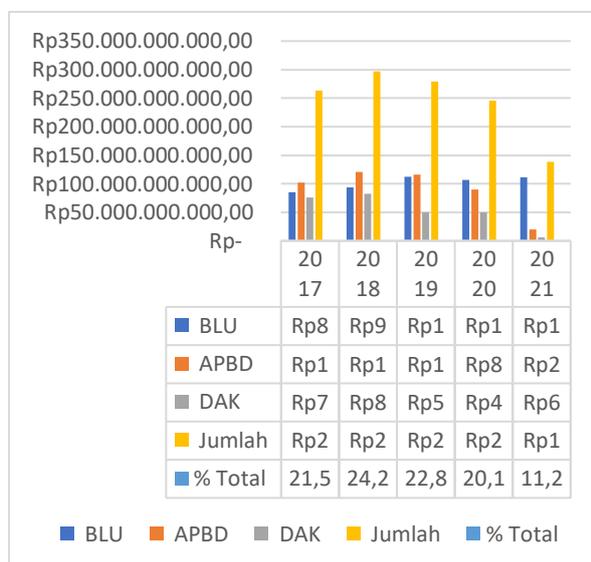
<https://rsudundata.sultengprov.go.id/> &

Financial statements

UPT. Undata Regional Hospital, Palu

Figure 1.1 Total UPT Budget. Undata

Hospital 2017-2021



Based on this data, it shows that the total UPT budget. Undata Hospital, Central Sulawesi Province, from sources from the Public Service Agency (BLU), Regional Revenue and Expenditure Budget (APBD) and Special Allocation Funds (DAK) in 2018 increased to 24.27% of the budget allocation provided in the amount of Rp. 296,653,756,835.00. In 2019 there was a decrease in the percentage of funds provided by 22.81%. This decrease occurred due to a reduction in APBD and DAK funds that year. In 2020, the percentage decreased to 20.11%. In 2021 the hospital experienced a decrease of Rp. 138,058,629,423.00 or a percentage of 11.29% from the previous year. Judging

from the results of the table above, it shows that the *Covid-19 pandemic* has caused the income of the Undata Hospital BLU, Central Sulawesi Province, to decline. This decrease has an impact on the liquidity of Undata Hospital, increasing the capacity and incentives of medical personnel, and also the emergence of a high need for logistical support for medical equipment.

With the data that has been presented by the hospital, it can be analyzed regarding the allocated funds that have been provided, the aim is to know whether the amount of funds provided can be allocated effectively and efficiently in the current year. Based on this background description, the author is interested in conducting research with the title Financial Performance Analysis at UPT. Undata Regional General Hospital, Central Sulawesi Province .

Figure 2.1 Framework of Thought

RESEARCH METHODS

This research was conducted at UPT. Undata Hospital, Palu, is located on Jl. RE Martadinata, Mantikulore District, Palu City, Central Sulawesi. Data analysis in this research uses descriptive research methods including data collection activities, data preparation and data analysis . The data source in this research uses secondary data. According to Arikunto (2010) data , data is data obtained from graphic documents (tables, notes, meeting minutes, SMS, etc.), photographs, films, video recordings, objects, etc. can enrich primary data . The secondary data sources that researchers obtained for this research were from the internet and literature studies such as through books , previous writings

both in journals and related articles as well as financial reports from research locations at UPT. Undata Hospital, Palu City as a supporting tool in this research .

The data analysis techniques used in this research consist of:

1. Cash Ratio (*Cash Ratio*) is used to see the comparison between cash and cash equivalents and short-term liabilities.

$$\text{Cash Rasio} = \frac{\text{Kas \& Setara Kas}}{\text{Kewajiban Jangka Pendek}} \times 100\%$$

Cash Ratio Score (*Cash Ratio*)

Cash Ratio (%) (RK)				Score
		R.K	> 480	0.5
420	<	R.K	≤ 480	0.75
360	<	R.K	≤ 420	1.25
300	<	R.K	≤ 360	1.75
240	<	R.K	≤ 300	2.25
180	<	R.K	≤ 240	1.75
120	<	R.K	≤ 180	1.25
60	<	R.K	≤ 120	0.75
0	<	R.K	≤ 60	0.5
		R.K	= 0	0

2. Current Ratio (*Current Ratio*) is used to see the comparison between current assets and short-term liabilities.

$$\text{Current Rasio} = \frac{\text{Aset Lancar}}{\text{Kewajiban Jangka Pendek}} \times 100\%$$

Current Ratio Score (*Current*

Ratio)

Current Ratio (%) (RL)				Score
		RL	> 600	2.75
480	<	RL	≤ 600	2.25
360	<	RL	≤ 480	1.75
240	<	RL	≤ 360	1.25
120	<	RL	≤ 240	0.75
0	<	RL	≤ 120	0.5
		RL	= 0	0

3. Receivables Collection Period (*Collencting Period*) is used to see the comparison between business receivables and business income in one year.

$$\text{Collencting Periode} =$$

$$= \frac{\text{Piutang Usaha} \times 360}{\text{Pendapatan Usaha}} \times 1 \text{ Hari}$$

Receivables Collection Period Score (*Collencting Period*)

Receivables Collection Period (Days) (PPP)				Score
		PPP	< 30	2.25
30	≤	PPP	< 40	1.75
40	≤	PPP	< 60	1.25
60	≤	PPP	< 80	0.75
80	≤	PPP	< 100	0.5
		PPP	≥ 100	0

4. Fixed Asset Turnover is used to see the comparison between operational income and fixed assets.

$$\text{Fixed Asset Turn Over} = \frac{\text{Pendapatan Operasional}}{\text{Aset Tetap}} \times 100\%$$

Fixed Asset Turnover Score (*Fixed Asset TurnOver*)

Fixed Asset Turnover (%) (PAT)				Score
		PAT	> 20	2.25
15	<	PAT	≤ 20	1.75
10	<	PAT	≤ 15	1.25
5	<	PAT	≤ 10	0.75
0	<	PAT	≤ 5	0.5
		PAT	= 0	0

5. Return on Fixed Assets (*Return On Fixed Assets*) to see the comparison between surplus/deficit before profit/loss posts, not including investment income sourced from the APBN, plus depreciation costs with the acquisition value of fixed assets excluding construction in progress.

$$= \frac{\text{Return On Fixed Asset}}{\text{Aset Tetap}} \times 100\%$$

Surplus sebelum pos keuntungan atau kerugian

Return on Fixed Assets Score (Return on Fixed Assets)

Return on Fixed Assets (%) (ROFA)					Score
		ROFA	>	6	2.25
5	<	ROFA	≤	6	2
4	<	ROFA	≤	5	1.75
3	<	ROFA	≤	4	1.50
2	<	ROFA	≤	3	1.25
1	<	ROFA	≤	2	1
0	≤	ROFA	≤	1	0

6. Return on Equity is used to see the comparison between surplus/deficit before profit/loss items, excluding investment income sourced from the APBN, plus depreciation costs, with equity after deducting the current year's surplus/deficit.

$$= \frac{\text{Return of Equity}}{\text{Ekuitas} - \text{Surplus sebelum pos keuntungan atau kerugian}} \times 100\%$$

Surplus sebelum pos keuntungan atau kerugian

Equity Return Score (Return on Equity)

Return on Equity (%) (ROE)					Score
		ROE	>	8	2.25
7	<	ROE	≤	8	2.05
6	<	ROE	≤	7	1.85
5	<	ROE	≤	6	1.65
4	<	ROE	≤	5	1.45
3	<	ROE	≤	4	1.25
2	<	ROE	≤	3	1.05
1	<	ROE	≤	2	0.85

Return on Equity (%) (ROE)					Score
0	<	ROE	≤	1	0.62
		ROE	=	0	0

7. Inventory Turn Over is used to see the comparison between the total amount of inventory and business income.

$$= \frac{\text{Inventory Turn Over}}{\text{Pendapatan BLU}} \times 1 \text{ Hari}$$

Total Persediaan x 365

Inventory Turnover (Inventory Turn Over)

Inventory Turnover (Days) (PP)					Score
		ROE	>	60	0
55	<	ROE	≤	60	0.75
45	<	ROE	≤	55	1.25
35	<	ROE	≤	45	1.75
30	<	ROE	≤	35	2.25
25	<	ROE	≤	30	1.75
15	<	ROE	≤	25	1.25
5	<	ROE	≤	15	0.75
0	≤	ROE	≤	5	0

8. The ratio of PNBPN to operational costs, which is used to see the comparison between PNBPN revenues and operational costs.

$$= \frac{\text{Pendapatan PNBPN}}{\text{Biaya Operasional}} \times 100\%$$

Ratio of PNBPN to Operational Costs (%) (PB)					Score
		PB	>	65	2.75
57	<	PB	≤	65	2.5
50	<	PB	≤	57	2.25
42	<	PB	≤	50	2
35	<	PB	≤	42	1.75
28	<	PB	≤	35	1.5
20	<	PB	≤	28	1.25
12	<	PB	≤	20	1
4	<	PB	≤	12	0.75

Ratio of PNPB to Operational Costs (%) (PB)					Score
0	≤	PB	≤	4	
					0.5

Based on the list of indicators and financial aspect scores stated in the Director General of Treasury Regulation Number 24/PB/2018 concerning amendments to the Regulation of the Director General of Treasury Number 36/PB/2016, the maximum score for financial ratios at Public Service Agency (BLU) Hospitals is 19 (Nineteen) points, so a score based on maximum points is required. By using references to these regulations, the financial performance of a BLU can be measured and assessed by providing GOOD, MEDIUM or BAD criteria. The following are the criteria based on the total score from the financial aspect assessment:

$$\text{Kinerja Keuangan BLU} = \frac{\text{Total Jumlah Skor}}{\text{Skor Rasio Maksimal}} \times 100\%$$

- 1) GOOD Criteria:
 - AAA, if $TS > 95$
 - AA, if $80 < TS \leq 95$
 - A, if $65 < TS \leq 80$
- 2) MEDIUM Criteria:
 - BBB, if $50 < TS \leq 65$
 - BB, if $40 < TS \leq 50$
 - B, if $30 < TS \leq 40$
- 3) BAD Criteria:
 - CC, if $15 < TS \leq 30$
 - C, if the TS in the financial aspect assessment results is ≤ 15

RESULTS

Calculating the Cash Ratio (*Cash Ratio*)

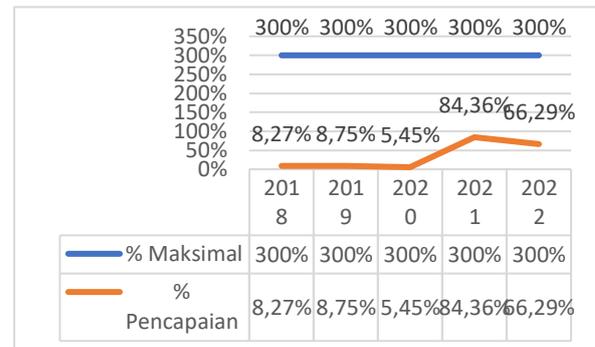
$$\text{Cash Ratio} = \frac{\text{Kas \& Setara Kas}}{\text{Kewajiban Jangka Pendek}} \times 100\%$$

Source: UPT Financial Report. Undata Hospital 2018-2022.

From the table data above, it shows that in 2018, 2019 and 2020 the score

obtained in the financial performance assessment reached 0.5. An increase occurred in 2021 and 2022 with a total score of 0.75. The average obtained in calculating the *Cash Ratio* is 34.62, where this value gets a score of 0.5. The maximum score obtained is around $240 < RK \leq 300$ with a maximum total score of 2.25. The following is an analysis of the development of UPT's financial performance. Undata Regional Hospital in terms of cash ratio can be seen in the following graph:

Figure 4.1 Cash Ratio Graph



In the graphic image, it can be seen that the hospital's performance has not been achieved optimally as assessed by calculating the cash ratio for 5 (five) years from 2018 to 2022.

4.2.2 Calculating the Current Ratio (*Current Ratio*)

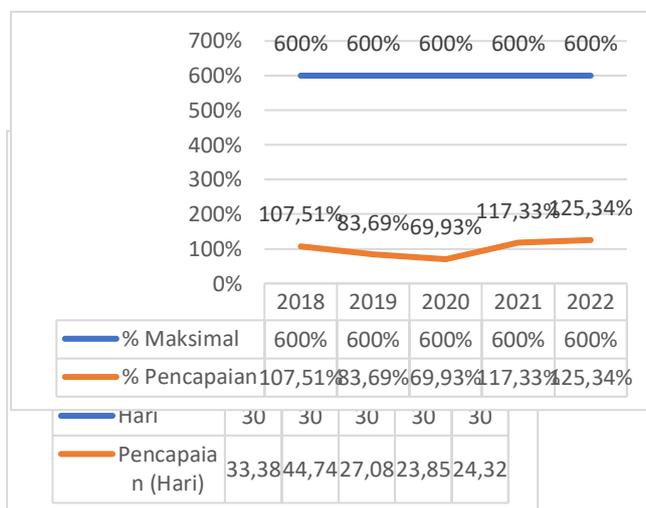
$$\text{Current Rasio} = \frac{\text{Aset Lancar}}{\text{Kewajiban Jangka Pendek}} \times 100\%$$

Source: UPT Financial Report. Undata Hospital 2018-2022.

The table explains that the Undata Regional General Hospital in managing its short-term debt as measured by Current Ratio analysis from 2018 to 2022 shows that it has the ability to cover its short-term debt

but it has not been realized optimally (seen from the total score) in the last 5 (five) years. The average obtained in calculating the *Current Ratio* is 100.76 where this value gets a score of 0.25. The maximum score obtained is around RL > 600 with a maximum total score of 2.75. The following is an analysis of the development of UPT's financial performance. Undata Regional Hospital in terms of current ratio can be seen in the following graph:

Figure 4.2 Current Ratio Graph



The calculation of the hospital's Current Ratio is still in the category of not having reached the maximum points in the assessment. This is because the amount of short-term debt is greater than the hospital's cash balance, especially in 2019 & 2020.

4.2.3 Calculating the Receivables Collection Period

$$\begin{aligned}
 & \text{Collencting Periode} \\
 &= \frac{\text{Piutang Usaha} \times 360}{\text{Pendapatan Usaha}} \times 1 \text{ Hari}
 \end{aligned}$$

Table 4.3 Receivables Collection Period
 Source: UPT Financial Report. Undata Hospital 2018-2022.

The table above explains that the Undata Regional General Hospital in managing the receivables collection period per year as measured by the *Collecting Period Ratio analysis* from 2018 to 2022

shows the hospital's ability to manage receivables into cash (seen from the total score) within 5 The last (five) years have increased every year. The average obtained in calculating the *Receivables Collection Period* amounting to 30.67 where this value obtained a score of 1.75. The maximum score obtained is around PPP < 30 with a maximum total score of 2.25. The following is an analysis of the development of UPT's financial performance. Undata Hospital in terms of the receivables collection period can be seen in the following graph:

Figure 4.3 Chart of Receivables Collection Period Ratio

In this phenomenon, in 2018 & 2019 the *Receivables Collection Ratio* at Undata Hospital has not reached the maximum score point, this is because the net value of receivables that can be realized has not been maximized.

4.2.4 Fixed Asset Turnover

$$\begin{aligned}
 & \text{Fixed Asset Turn Over} \\
 &= \frac{\text{Pendapatan Operasional}}{\text{Aset Tetap}} \times 100\%
 \end{aligned}$$

Table 4.4 Fixed Asset Turnover

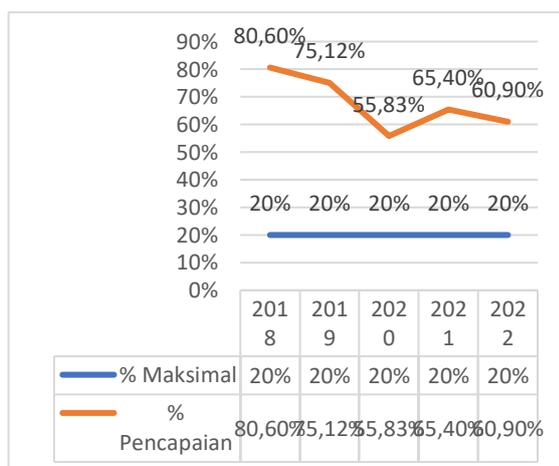
No	Year	Operating Income	Fixed assets	%
2018		Rp. 243,697,136,301.19	Rp. 271,970,142,832.27	89.60
2022		Rp. 266,445,409,453.64	Rp. 354,673,410,765.38	75.12

Year	Operating Income	Fixed assets	% seen	Score
2020	Rp. 211,345,998,986.80	Rp. 378,570,755,169.98	55.83	2.25
2021	Rp. 240,762,905,851.12	Rp. 368,113,886,920.70	65.40	6.0%
2022	Rp. 210,051,401,201.07	Rp. 344,412,267,224.57	60.90	2.25

Source: UPT Financial Report. Undata Hospital 2018-2022.

The table above explains that the Undata Regional General Hospital in managing its fixed asset turnover as measured by *Fixed Asset Turn Over Ratio analysis* from 2018 to 2022 shows maximum capability in the last 5 years. This ratio measures how well Undata Hospital's level of efficiency is in generating net sales from its fixed asset investment. The average obtained in the calculation of Fixed Asset Turnover amounting to 69.39 where this value obtained a maximum score of 2.25 (Two Point Two Five). The maximum score obtained is around PAT > 20 with a maximum total score of 2.25. The following is an analysis of the development of UPT's financial performance. Undata Hospital in terms of fixed asset turnover can be seen in the following graph:

Figure 4.4 Fixed Asset Turnover Ratio Graph



In this phenomenon, there are fluctuations in performance achievements

the calculation of fixed asset turnover. In 2018 the hospital achieved up to 75.12% and in 2019 experienced a decline in fixed asset turnover with a total percentage of 55.83%. In 2020 there was a decline in performance again as assessed by the fixed asset turnover ratio to 55.83% and increased again in 2021 amounting to 65.40%. Results in 2022 will decrease to 60.90%. The hospital's achievements will remain consistent with being able to reach the maximum limit set in the calculation of the fixed asset turnover ratio.

4.2.5 Return on Fixed Assets

Return On Fixed Asset

$$= \frac{\text{Surplus sebelum pos keuntungan atau kerugian}}{\text{Aset Tetap}} \times 100\%$$

Return on fixed assets shows the hospital's ability to use fixed assets in operational activities to generate income. From the data above, it shows that Undata Hospital in the last 5 (five) years was able to manage fixed assets in its operational activities (seen from the total score). The average obtained in calculating Return on Fixed Assets (*Return On Fixed Assets*) amounting to 18.44 where this value obtained a maximum score of 2.25 (Two Point Two Five). The maximum value obtained is around ROFA > 6. The following is an analysis of the development of UPT's financial performance. Undata Regional Hospital in terms of Return on Fixed Assets can be seen in the following graph:

Figure 4.5 Graph of Returns on Fixed Assets

In this phenomenon, UPT. In the last 5 (five) years, Undata Hospital has experienced a decline in the value of the return ratio for its fixed assets. This is because there are several costs that decrease the surplus/deficit in those four years, including employee expenses, goods/services expenses, allowance for receivables and other expenses. However, the hospital can reach the maximum value specified in the calculation of the return on fixed assets ratio.

4.2.6 Equity Rewards

Return of Equity

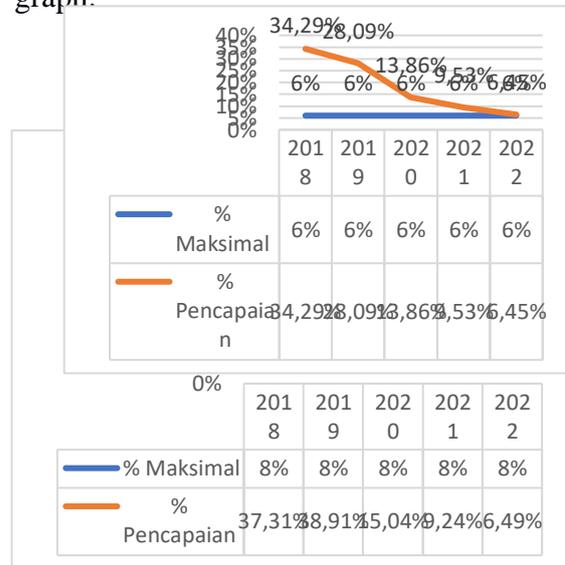
$$= \frac{\text{Surplus sebelum pos keuntungan atau kerugian}}{\text{Ekuitas} - \text{Surplus sebelum pos keuntungan atau kerugian}} \times 100\%$$

Table 4.6 Equity Returns

Source: UPT Financial Report. Undata Hospital 2018-2022.

The data above shows that Undata Hospital has been able to gain profits in its equity in the last 5 (five) years 2018-2022. There will be a decline in (judging from the total score) 4. The average obtained in calculating *Return On Equity* is 21.40, where this value obtains an average score of 2.25 (Two Point Two Five). The maximum value obtained is around ROE >

8. The following is an analysis of the development of UPT's financial performance. Undata Hospital in terms of Equity Returns can be seen in the following graph:



In this phenomenon, from 2019 to 2022 there will be a decrease in the surplus/deficit value in the UPT. Undata Regional Hospital, this is because there are several costs that have decreased the surplus/deficit in the four years, including employee expenses, goods/services expenses, allowance for receivables and other expenses.

4.2.7 Inventory Turnover

$$= \frac{\text{Inventory Turn Over}}{\text{Total Persediaan} \times 365} \times 100\%$$

$$= \frac{\text{Pendapatan BLU}}{\text{Pendapatan BLU}} \times 1 \text{ Hari}$$

Table 4.7 Inventory Turnover

No	Year	Total Inventory	BLU Revenue
1	2018	Rp. 3,565,195,261.00	Rp. 243,697,136,301.19
2	2019	Rp. 4,972,363,492.00	Rp. 266,445,409,453.64
3	2020	Rp. 5,187,670,214.00	Rp. 211,345,998,986.80
4	2021	Rp. 6,290,924,075.00	Rp. 240,762,905,851.12
5	2022	Rp. 4,882,351,929.00	Rp. 210,051,401,201.07
Average			7.83

Source: UPT Financial Report. Undata Hospital 2018-2022.

Total inventory is all inventory items owned by the hospital as regulated in PSAP Number 05 paragraph 05. BLU income is income consisting of income obtained as compensation for goods/services provided to the community including income originating from grants, results of cooperation with other BLU, rent, financial institution services, and other income that is not directly related to BLU services, including income originating from the APBN.

From the data above, it shows that Undata Hospital's management of inventory turnover to obtain income has not been realized optimally from 2018-2022, seen from the total score, which has an average of 0.75. The average obtained in calculating Inventory Turnover is 7.83 where this value gets a score of 0.75. The maximum score obtained is around $30 < ROE \leq 35$ with a maximum total score of 2.25. The following is an analysis of the development of UPT's financial performance. Undata Regional Hospital in terms of Inventory Turnover can be seen in the graph as follows:

Figure 4.7 Inventory Turnover Graph

In this phenomenon, in the last 5 (five) years, Undata Hospital's UPT in managing inventory turnover has not reached the maximum score. However, in 5 (Five) years the hospital experienced improvements in managing its inventory.

4.2.8 Ratio of PNBP to Operational Costs

$$= \frac{\text{Pendapatan PNBP}}{\text{Biaya Operasional}} \times 100\%$$

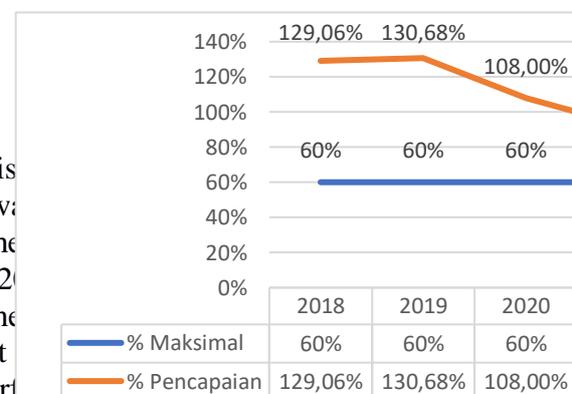
Table 4.8 PNBP on Operational Costs

No	Year	PNBP income	Operating costs	%
1	2018	Rp. 243,697,136,301.19	Rp. 188,829,313,313.28	129.06
2	2019	Rp. 266,445,409,453.64	Rp. 203,898,466,390.01	130.68
3	2020	Rp. 211,345,998,986.80	Rp. 195,683,871,883.26	108.00
4	2021	Rp. 240,762,905,851.12	Rp. 261,701,770,820.30	92.00
5	2022	Rp. 210,051,401,201.07	Rp. 229,581,507,107.87	91.49
Average				110.25

Source: UPT Financial Report. Undata Hospital 2018-2022.

The data above shows that Undata Hospital is capable of managing PNBP on operational costs (seen from the total score) in the last 5 (five) years from 2018-2022. The average obtained in calculating PNBP for operational costs is 110.25, where this value gets a score of 2.75. The maximum score obtained is around $PB > 65$ with a maximum total score of 2.75. The following is an analysis of the development of UPT's financial performance. Undata Regional Hospital in terms of PNBP on operational costs can be seen in the graph as follows:

Figure 4.8 Graph of PNBP against Operational Costs



In this 2022 there was a decrease in calculating the ratio of PNBP to operating costs from 2021, the score obtained was 91.49, which is below the standards set by the maximum score of financial performance.

ratio of PNBP to operating costs.

4.2.9 Financial Ratio Score Calculation Results

Table 4.9 Financial Ratio Score Calculation Results

No	Assessment Indicators	Maximum Score	UPT Financial Ratio Score Undata Hospital				
			2018	2019	2020	2021	2022
1	Cash Ratio	2.25	0.5	0.5	0.5	0.75	0.75
2	Current Ratio	2.75	0.25	0.25	0.25	0.25	0.5
3	Collecting Period	2.25	1.75	1.25	2.25	2.25	2.25
4	Fixed Asset Turnover	2.25	2.25	2.25	2.25	2.25	2.25
5	Return On Fixed Assets	2.25	2.25	2.25	2.25	2.25	2.25
6	Return of Equity	2.25	2.25	2.25	2.25	2.25	2.25
7	Inventory Turn Over	2.25	0.75	0.75	0.75	0.75	0.75
8	PNBP on Operational Costs	2.75	2.75	2.75	2.75	2.75	2.75
Total		19	12.75	12.25	13.25	13.5	13.35

Source: Data processed from UPT Financial Report. Undata Hospital, Central Sulawesi Province.

Figure 4.9 Financial Ratio Score

Based on the list of indicators and financial aspect scores stated in the Director General of Treasury Regulation Number 24/PB/2018, the maximum score for

financial ratios at Public Service Agency (BLU) Hospitals is 19 (nineteen) points, so a score based on the maximum points is required. By using references to these regulations, the financial performance of a

assessed by providing GOOD, MEDIUM or BAD criteria. *Kinerja Keuangan BLU Total Jumlah Skor* $\times 100\%$

Table 4.10 UPT Performance Assessment Results. Undata Regional Hospital, Central Sulawesi Province

Criteria	2018-2022		Criteria	BBB
	Ye	Tot Results		
CURRENTLY	2018	12.75	1.85	BBB
	2019	12.25	1.85	BBB
	2020	13.25	1.85	A
	2021	13.5	1.85	A
	2022	13.35	1.85	A
	Average	13.25	1.85	A

Source: Data processed from UPT Financial Report. Undata Hospital, Central Sulawesi Province.

DISCUSSION

From the results of research conducted at UPT. Undata Hospital, Central Sulawesi Province regarding the hospital's financial performance based on calculations determined by the Directorate General of Treasury Number 24/PB/2018 is as follows:

- Cash Ratio

In calculating the cash ratio, UPT. Undata Regional Hospital, Central Sulawesi Province has not been able to

optimize its financial performance so that the score obtained from the cash ratio analysis calculation for 2018 to 2020 only reached a score of 0.5. The increase occurred in 2021 and 2022 to 0.75.

This happens because the amount of short-term debt is greater than the hospital's cash balance in the last 5 (five) years. However, looking at the financial reports, especially in the balance sheet, Undata Hospital has a number of current assets, fixed assets and other assets which are expected to be able to cover short-term and long-term liabilities.

- Current Ratio

Undata Regional General Hospital in managing its short-term debt as measured by Current Ratio analysis from 2018 to 2022 shows that it has the ability to cover its short-term debt but it has not been realized optimally (seen from the total score) within 5 (five) last year.

The hospital's Current Ratio is still in the category of not having reached the maximum points in this assessment. This is because the amount of short-term debt is greater than the hospital's cash balance, especially in 2019 & 2020. However, looking at the financial statements, especially in the balance sheet, Undata Hospital has a number of current assets, fixed assets and other assets which are expected to be able to cover long-term liabilities. short and long term liabilities. In this phenomenon, Undata Hospital's short-term debt in 2019 and 2020 is greater than current assets. This is due to, among other things:

4.3.1 Short Term Debt Table for 2019 & 2020

Descripti on	2019 (Rp)	2020 (Rp)
Contract Worker Salaries in	495,080,000. 00	0.00

Descripti on	2019 (Rp)	2020 (Rp)
Decembe r		
Drugs	9,301,667,21 0.81	5,941,445,3 80.00
BHP Radiolog y	578,821,100. 00	517,922,900 .00
BHP Laborator y	2,931,964,75 0.00	1,898,180,2 00.00
General BHP/Alk es	7,878,074,88 5.43	7,974,657,5 82.51
BHP Hemodial ysis	2,636,750,05 0.00	1,916,063,6 00.00
BHP PMI	1,644,840,00 0.00	1,001,880,0 00.00
Oxygen	286,440,000. 00	279,980,000 .00
LPG	16,095,000.0 0	19,217,500. 00
Food	613,117,470. 00	508,023,225 .00
Medical Services	15,535,289,6 30.00	4,808,602,8 52.00
Jamkesda Medical Services	724,855,588. 00	404,801,320 .00
Procur ement of Patient Bracelet	0.00	98,619,300. 00
Medical Support Examinat ion	573,012,500. 00	4,050,000.0 0
Cleaning Service Fees	467,733,819. 00	220,891,761 .00
B3 Destructi on Costs	1,959,724,92 0.00	2,738,727,8 90.00

Descripti on	2019 (Rp)	2020 (Rp)
Maintena nce of Medical Support Equipme nt	101,387,000. 00	0.00
BAPD Services	56,320,764.0 0	0.00
Supplies of Miscellan eous Hospital Services	3,443,000.00	0.00
Equipme nt Installati on and <i>Maintena nce Costs</i>	8,250,000.00	0.00
Maintena nce of medical equipmen t	116,314,000. 00	349,217,000 .00
<i>Barcode Labels</i>	54,994,000.0 0	0.00
Print	244,513,400, 000.00	163,522,400 .00
HRM Applicati on Module	54,450,000.0 0	54,450,000. 00
AC Maintena nce Services	0.00	138,831,000 .00
Clean Water & Dirty Water Network Maintena	0.00	54,809,000. 00

Descripti on	2019 (Rp)	2020 (Rp)
nce Services		
<i>Covid Officer Food</i>	0.00	23,670,000. 00
Incentive s for Pediatri c Surgeons	0.00	15,000,000. 00
<i>Covid patient's body coffin</i>	0.00	16,000,000. 00
Equipme nt for the bodies of <i>Covid patients</i>	0.00	3,000,000.0 0
Simple Boss Develop ment Services	0.00	34,650,000. 00
Shop for <i>ID Cards</i> , Officer Nameplat es & Directio ns	0.00	9,680,000.0 0
Continue d Develop ment of Referral Hospital Facilities (DAK)	2,821,235,60 0.00	0.00
Shop for Survey Meter Equipme nt	0.00	60,514,200. 00

Description	2019 (Rp)	2020 (Rp)
Amount	49,104,374,687.24	29,256,407,110.51

Source: UPT Financial Report. Undata Hospital 2019-2020.

- Receivables Collection Period Ratio

Undata Regional General Hospital in managing the receivables collection period per year as measured by the *Collecting Period Ratio analysis* from 2018 to 2022 shows that the hospital's ability to manage receivables into cash (seen from the total score) in the last 5 (five) years has increased every year.

In this phenomenon, in 2018 & 2019 the Receivables Collection Ratio at Undata Hospital has not reached the maximum score point, this is because the net value of receivables that can be realized has not been maximized. In this discussion, the following details of the net value that can be realized on UPT receivables are presented. Undata Regional Hospital, Central Sulawesi Province, are as follows:

4.3.2 Table of 2018 Receivables Collection Period

No	Receivables Classification	Amount Receivable (Rp)	Accumulation Allowance (Rp)	Net Worth (Rp)
1	Current Receivables	21,369,877,313.30	106,849,386.57	21,263,027,926.73
2	Substandard Receivables	215,476,646.00	21,547,664.60	193,928,981.40

No	Receivables Classification	Amount Receivable (Rp)	Accumulation Allowance (Rp)	Net Worth (Rp)
3	Receivables in Doubt	330,726,131.00	165,363,065.50	165,363,065.50
4	Bad Debts	681,490,641.00	681,490,641.00	0.00
Amount		22,597,570,731.30	975,250,757.67	21,622,319,973.63

Source: UPT Financial Report. Undata Regional Hospital in 2018.

4.3.3 2019 Receivables Collection Period Table

No	Receivables Classification	Amount Receivable (Rp)	Accumulation Allowance (Rp)
1	Current Receivables	31,515,638,034.00	157,570,000.00
2	Substandard Receivables	440,133,345.00	44,013,345.00
3	Receivables in Doubt	143,361,023.00	71,680,511.50
4	Bad Debts	1,012,200,767.00	1,012,200,767.00
Amount		33,111,333,169.00	1,285,464,623.50

Source: UPT Financial Report. Undata Regional Hospital in 2019.

- Fixed Asset Turnover Ratio

This ratio measures how well Undata Hospital's level of efficiency is in generating net sales from its fixed asset investment. The average obtained in the calculation of Fixed Asset Turnover amounting to 69.39 where this value obtained a maximum score of 2.25 (Two Point Two Five). The maximum score

obtained is around PAT > 20 with a maximum total score of 2.25.

- Return on Fixed Assets Ratio

Undata Regional Hospital in the last 5 (five) years has been able to manage fixed assets in its operational activities (seen from the total score). From 2019 to 2022 there will be a decrease in the surplus/deficit value in UPT. Undata Regional Hospital, this is because there are several costs that have decreased the surplus/deficit in the four years, including employee expenses, goods/services expenses, allowance for receivables and other expenses. Below are presented details of the Surplus/Deficit values in the last 4 (Four) years as follows:

- Equity Return Ratio

Undata Hospital can obtain profits from its equity in the last 5 (five) years from 2018-2022. From 2019 to 2022 there will be a decrease in the surplus/deficit value in UPT. Undata Regional Hospital, this is because there are several costs that have decreased the surplus/deficit in the four years, including employee expenses, goods/services expenses, allowance for receivables and other expenses. Below are presented details of the Surplus/Deficit values in the last 4 (Four) years as follows:

- Inventory Turnover Ratio

Undata Hospital in managing inventory turnover to obtain maximum income has not been realized from 2018-2022. Judging from the total score, it shows that Undata Hospital in managing inventory turnover to obtain income has not been realized optimally from 2018-2022. However, the total inventory over the last 5 (five) years has seen an increase in the amount of inventory.

- Ratio of PNBP to Operational Costs

Undata Hospital is capable of managing PNBP towards operational costs

(seen from the total score) in the last 5 (five) years from 2018-2022.

Sulastiningsih, dkk (2022) in the title Analysis of Financial Performance at the Regional Public Service Agency (BLUD) Public Health Center District 1 Wonosobo for the 2016-2020 period. This research aims to determine the financial performance of the Kejawaran 1 Wonosobo Community Health Center. The research method used is quantitative descriptive using financial performance calculations determined by the Director General of Treasury Number Per -36 /PB/2016. The research results obtained were that the financial performance from 2016 to 2020 of the Kejawaran 1 Wonosobo Health Center BLUD was included in the MEDIUM criteria with the BBB predicate.

CONCLUSION

Based on the results of research conducted at UPT. Undata Hospital, Central Sulawesi Province, regarding the assessment of the hospital's financial performance, refers to the Regulation of the Director General of Treasury Number 36/PB/2016 concerning Guidelines for Performance Assessment of Public Service Bodies, as follows:

1. In 2018, UPT's financial performance. Undata Hospital is in a MEDIUM position, the results obtained were 67.11 in the BBB category ($50 < TS \leq 65$). This category was obtained because the hospital's financial performance had not been achieved optimally in assessing the Cash Ratio, Current Ratio, Receivables Collection Period and inventory turnover.
2. There was a decline in financial performance in 2019, the result obtained was 64.47. However, the financial performance of UPT. Undata Hospital is still in the MEDIUM criteria with the BBB

- category ($50 < TS \leq 65$). This category was obtained because the hospital's financial performance was not yet optimal in assessing the Cash Ratio, Current Ratio, Receivables Collection Period & Inventory Turnover.
- In 2020 there was an increase in financial performance assessment, the result obtained was 69.74 . The financial performance is in a GOOD position with category A if ($65 < TS \leq 80$). This category was obtained because UPT's financial performance had not been achieved optimally. Undata Regional Hospital, Central Sulawesi Province on the assessment of Cash Ratio, Current Ratio & Inventory Turnover.
 - In 2021 there was an increase in financial performance assessment, the result obtained was 71.05 . The financial performance is in a GOOD position with category A if ($65 < TS \leq 80$). This category was obtained because UPT's financial performance had not been achieved optimally. Undata Hospital on the assessment of Cash Ratio, Current Ratio and Inventory Turnover.
 - In the 2022 financial performance assessment of UPT. Undata Hospital obtained a result of 70.26 . The financial performance is in a GOOD position with category A if ($65 < TS \leq 80$). This category is obtained because financial performance has not been achieved optimally in Cash Ratio, Current Ratio, Return on Equity and Inventory Turnover.

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