



The Influence of Learning and Growth Perspective on Organizational Performance within the Balanced Scorecard Framework: A Study at the Port Health Quarantine Center Class I Pekanbaru

Kiswanto ¹, Hetty Ismainar ^{2*}, Jasrida Yunita ³, Desi Kartika Sari ⁴

¹⁻⁴ Department of Public Health, Hang Tuah Pekanbaru University, Indonesia

* Corresponding Author: **Hetty Ismainar**

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Abstract

Background: The urgency of this research arises from the demands of bureaucratic reform emphasizing the effectiveness and accountability of public service delivery, particularly within the Port Health Quarantine Center Class I Pekanbaru, which serves as the front-line of cross-border health surveillance. Optimal organizational performance requires a solid foundation from the learning and growth perspective of the Balanced Scorecard (BSC), which encompasses human resource competence, work motivation, and the utilization of information technology. However, this perspective is often overlooked in performance evaluations within public institutions. **Objective:** This study aims to analyze the influence of human resource competence, work motivation and satisfaction, and information and technology systems on organizational performance from the learning and growth perspective of the BSC framework.

Methods: A quantitative approach was employed using linear regression analysis based on questionnaire data that had been tested for validity and reliability.

Results: The findings indicate that human resource competence as well as work motivation and satisfaction have positive and significant effects on organizational performance, while information and technology systems show no significant influence. Simultaneously, the three variables contributed 59.9% to the overall variation in organizational performance.

Conclusion: The research produced an empirical model illustrating the influence of the learning and growth perspective on organizational performance, along with strategic recommendations for developing human resources and information technology. The findings are expected to serve as a reference for evidence-based performance management policies within the Ministry of Health and similar public health institutions.

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1. Introduction

Public sector organizations are increasingly required to provide services that are effective, efficient, and accountable. To ensure that all organizational activities align with their vision and strategic objectives, a comprehensive performance measurement tool is needed. One such tool is the Balanced Scorecard (BSC) ^[1]. The BSC evaluates organizational performance not only from the financial perspective but also through customer, internal business process, and learning and growth perspectives ^[2]. The learning and growth perspective in the BSC emphasizes the enhancement of human resource (HR) capabilities, information system

infrastructure, and organizational culture. These elements serve as the foundation for continuous improvement, which in turn drives the achievement of strategic goals [3, 4]. According to human resource development in public institutions is the key to creating superior and competitive organizational performance [7].

The Port Health Quarantine Center Class I Pekanbaru, as a technical institution under the Indonesian Ministry of Health, plays a strategic role in preventing the entry and spread of infectious diseases across national borders. However, the 2022 performance report revealed that several key performance indicators had not yet reached their optimal targets, indicating the need for an in-depth evaluation of the contributing factors [9]. Therefore, it is essential to examine the extent to which the learning and growth perspective influences organizational performance within the Balanced Scorecard framework.

Based on this background, this study aims to analyze the influence of the learning and growth perspective—which encompasses HR competence, motivation and job satisfaction, and information and technology systems—on the organizational performance of the Port Health Quarantine Center Class I Pekanbaru. The findings are expected to provide strategic recommendations for improving service quality and sustainable human resource management.

Method

This study used a quantitative descriptive–associative design to analyze the influence of the learning and growth perspective on organizational performance within the Balanced Scorecard framework. The research was conducted at the Port Health Quarantine Center Class I Pekanbaru, Ministry of Health of the Republic of Indonesia. The population consisted of all 51 employees, selected using a total sampling technique. Data were collected using a structured questionnaire with 14 items based on BSC and HRM indicators, measured on a 5-point Likert scale. Instrument validity and reliability were tested using Pearson correlation and Cronbach's Alpha (0.896), indicating high reliability. Data were analyzed using IBM SPSS 25 through multiple linear regression, with a significance level of $p < 0.05$.

0.05. Ethical approval and research permission were obtained from Hang Tuah Pekanbaru University and the Port Health Quarantine Center Class I Pekanbaru.

Results and Discussion

Results

A total of 51 respondents participated in this study, consisting of employees of the Port Health Quarantine Center Class I Pekanbaru. Based on descriptive analysis, the average scores of the learning and growth perspective variables were relatively high, indicating a positive organizational climate. Human resource competence obtained an average score of 4.16 (11.8%), work motivation and job satisfaction 4.03 (11.5%), and information systems and technology 4.09 (11.6%). The organizational performance variable showed an average score of 4.12 (11.7%), indicating that employees perceived the institutional performance as good and effective. Regression analysis using multiple linear regression revealed that two independent variables—human resource competence and work motivation and satisfaction—had positive and significant effects on organizational performance. Specifically, human resource competence ($\beta = 0.317$, $p = 0.003$) and work motivation and satisfaction ($\beta = 0.665$, $p = 0.000$) significantly affected performance. Meanwhile, information systems and technology did not have a significant influence ($p = 0.721$).

The regression equation model was:

$$Y = 14.993 + 0.257X_1 + 0.428X_2 - 0.043X_3$$

where Y represents organizational performance, X_1 is human resource competence, X_2 is work motivation and satisfaction, and X_3 is information and technology systems.

The overall model was statistically significant ($F = 23.445$, $p < 0.001$) with a coefficient of determination $R^2 = 0.599$, indicating that 59.9% of the variance in organizational performance can be explained by the learning and growth perspective variables, while the remaining 40.1% is influenced by other factors not included in this model.

Table 1: Summary of Questionnaire Results

Indicator	Question	Average	% Score
Human Resource Competence	1. I receive training that is relevant to my job.	4.25	12.1
	2. The training I attend improves my work skills.	4.14	11.8
	3. The organization provides clear opportunities for career development.	4.08	11.6
	Average	4.16	11.8
Work Motivation and Job Satisfaction	4. I feel motivated in carrying out my daily tasks.	4.04	11.5
	5. My work environment supports my enthusiasm for work.	4.18	11.9
	6. I am satisfied with the recognition of my performance at work.	3.88	11.1
	Average	4.03	11.5
Information Systems and Technology	7. I use information systems to complete my job tasks.	4.18	11.9
	8. The available technology supports my work efficiency.	4.24	12.0
	9. The organization provides training related to the use of information systems.	3.84	10.8
	Average	4.09	11.6
Organizational Performance	10. My work unit is able to complete tasks according to the target time.	4.16	11.8
	11. My performance contributes to achieving the	4.16	11.8

	organization's goals.		
	12. The services provided to the public run effectively.	4.14	11.8
	13. Coordination between divisions runs well.	4.08	11.6
	14. I feel that the organization's performance has improved over the past two years.	4.04	11.5
	Average	4.12	11.7

Discussion

The findings of this study indicate that the learning and growth perspective—composed of human resource competence, work motivation and job satisfaction, and information and technology systems—has a meaningful impact on organizational performance at the Port Health Quarantine Center Class I Pekanbaru. Multiple regression analysis showed that human resource competence and work motivation and satisfaction had positive and significant effects on organizational performance, while information and technology systems did not show a statistically significant effect. These results emphasize the predominance of human factors in driving institutional performance within the Balanced Scorecard (BSC) framework.

The significant effect of human resource competence corroborates theoretical and practical assertions that competence development is foundational to organizational success. BSC framework underscores that learning and growth are prerequisites for improvements in other perspectives^[2, 3]. Bureaucratic reform and effective HR management^[3], our results suggest that employees who receive relevant training and career development opportunities are better equipped to meet performance targets and adapt to changing operational demands. Treatment of HR capability as a core determinant of individual and organizational outcomes further supports this interpretation^[4].

The strong influence of work motivation and job satisfaction aligns with established HRM literature. Motivated and satisfied employees are more likely to exhibit higher commitment, creativity, and persistence, which translate into improved task completion and service quality. Regarding motivational drivers of work behavior, and the positive relationship between motivation and employee performance in public institutions^[9].

Conversely, the insignificant impact of information and technology systems suggests that mere availability of technology does not guarantee performance gains. Point out that technological investments must be integrated with human capabilities and organizational processes to produce value. In this context, may possess information systems that are underutilized due to uneven digital literacy, limited user training, or sub-optimal process integration.

Therefore, policymakers should not only invest in IT infrastructure but also in capacity-building and change management to ensure technology translates into operational improvements. The Ministry of Health's performance report also highlights the importance of aligning systems with workforce capabilities and institutional needs^[10-13]. The model's coefficient of determination ($R^2 = 0.599$) shows that about 59.9% of the variance in organizational performance is explained by the three learning and growth variables, leaving roughly 40.1% attributable to other factors. These may include leadership style, organizational culture, resource availability, or external policy constraints—areas that require further investigation.^[5] and recommendations on

comprehensive research design underscore the need to examine additional predictors in future studies to build a more complete explanatory model^[6].

Practical implications from this study are clear: in the short to medium term, the Port Health Quarantine Center should prioritize strengthening human resources through competency-based training programs, clearer career pathways, and motivational interventions such as transparent recognition and fair performance appraisal systems. Concurrently, a structured program to enhance digital literacy and to standardize the use of information systems will be necessary for IT to become an effective enabler of performance^[14-17]. These recommendations follow from the BSC logic and the empirical patterns observed in this study^[10].

In conclusion, the results reinforce the central role of the learning and growth perspective in improving organizational performance within public health institutions. By focusing on human resource competence and motivation while progressively integrating technology with workforce capabilities, BKK Class I Pekanbaru can achieve more sustained and measurable improvements in service delivery.

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Conclusion

The study concludes that the learning and growth perspective significantly influences organizational performance at the Port Health Quarantine Center Class I Pekanbaru. Human resource competence and work motivation have a positive and significant effect, while information and technology systems show no significant impact. These findings highlight that strengthening employee competence and motivation is the key to improving institutional performance, while the optimization of technology use remains a long-term priority to support continuous organizational improvement.

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