

## The Role of Human Resources (HR) Competence and Organizational Culture on Service Quality in Improving Employee Performance at Pertamina Central Hospital, Jakarta

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**Abstract.** *This study aims to analyze the role of Human Resources (HR) competence and organizational culture on employee performance in improving service quality at Pertamina Central Hospital, Jakarta. Hospitals as health service institutions are highly dependent on the quality of HR and work culture that supports patient satisfaction and operational effectiveness. The research method uses a quantitative approach with Partial Least Square-Structural Equation Modeling (PLS-SEM) data analysis techniques. The research sample was 235 respondents who were employees at RSPP Jakarta. The results of the study indicate that HR competence and organizational culture have a positive and significant influence on service quality and employee performance. In addition, service quality can mediate the influence of HR competence and organizational culture on employee performance. Based on these findings, it is recommended that hospital management further strengthen the development of HR competence in a sustainable manner, encourage a proactive and innovative organizational culture, and improve an objective and transparent performance appraisal system in order to make a real contribution to service quality and patient satisfaction.*

**Keywords:** *Competence; Mediation; Organizational; Performance.*

### 1. Introduction

The success of the public sector can be measured by its ability to provide services that satisfy citizens (Boselie et al., 2021 & Kaondera et al., 2023). When the public sector achieves a high level of service satisfaction, its performance can be improved (Trammell et al., 2020). In general, public sectors in developed countries perform well in public management (Aladwan & Alshami, 2021). Thus, the performance of most public sectors is determined by their ability to provide services that satisfy the public (Criado & Villodre, 2021; Koba & Koumproglou, 2020). However, developing countries still lag behind in providing expected services, especially in the public health sector (Javidi et al., 2020). Most health centers do not perform up to expected levels, especially in developing countries. One of the public health sectors in

Indonesia is the Pertamina Central Hospital (RSPP), which is the largest hospital of 16 hospitals managed by PT Pertamina Bina Medika and has won the runner-up title in the National Green Hospital Competition in 2018 as well as the Properda appreciation - Regional Company Performance Rating Assessment Program from the DKI Jakarta Provincial Government in the same year ([www.rspp.co.id](http://www.rspp.co.id), 2024). Pertamina Central Hospital (RSPP) Jakarta, as

Indonesia's leading hospital faces significant challenges in maintaining and improving the quality of its healthcare services. This hospital not only.

It serves not only as a place of care for patients but also as a medical referral center for complex medical cases. RSPP is also a teaching hospital, employing a diverse team of qualified medical professionals. To maintain optimal healthcare quality, the hospital requires human resources who possess not only high medical skills but also capabilities in hospital management and quality-focused patient care.

Human Resource (HR) management is a crucial element in ensuring the quality of services across various sectors, particularly in healthcare. Hospitals, as centers of healthcare services, play a vital role in the public health system. In addition to providing medical care and rehabilitation, hospitals also serve as educational and research facilities for medical personnel, including doctors, nurses, and other healthcare professionals. Therefore, effective and efficient HR management in hospitals is crucial, particularly in maintaining and improving the quality of healthcare services (Kuncoro & Lestari, 2020).

As technology advances and healthcare systems become more complex, the need to develop the competency of hospital human resources becomes increasingly urgent. Continuously evolving medical technology requires medical personnel to continually update their knowledge and skills to provide the best possible patient care. Similarly, evolving health policies require hospitals to have a workforce capable of adapting to these changes. Therefore, hospitals must have a clear and structured strategy for developing the competency of their human resources (Setiawan & Wijaya, 2023). Research focusing on the human resource competency development strategy at Pertamina Central Hospital, Jakarta, is expected to significantly contribute to formulating better policies and strategies for hospital HR management.

Human resource competency development also involves continuous evaluation and monitoring. Proper evaluation of the competencies of medical and non-medical personnel will help hospitals identify their strengths and weaknesses and formulate necessary improvement measures. Managing competency evaluations is not only useful for improving individual performance but also for enhancing the overall quality of hospital services. Furthermore, effective evaluations can assist hospitals in planning further training to address existing human resource deficiencies (World Health Organization, 2021).

## 2. Research Methods

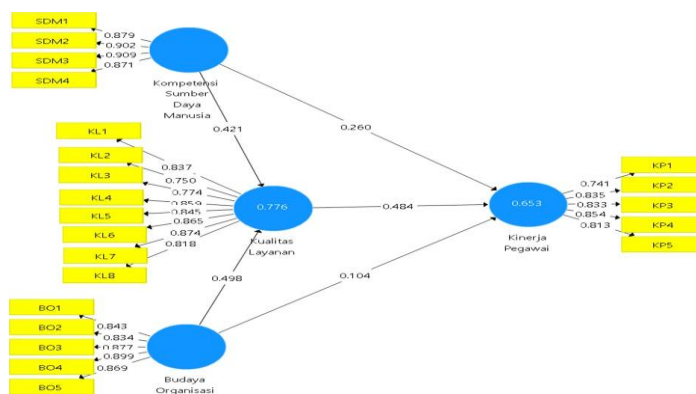
The research method is an investigation designed to gather information for the purpose of investigator use. This research is causal and uses a survey approach to a population by utilizing samples from that group to investigate potential causal correlations between variables. This research uses a quantitative approach. According to Sugiyono (2019), survey research is quantitative research used to obtain data that occurred in the past or present, about beliefs, opinions, characteristics, behaviors, variable relationships and to test several hypotheses about sociological and psychological variables from samples taken from a certain population with data collection techniques through observation (interviews or questionnaires) that are not in-depth and research results tend to be generalized. In this study, a quantitative approach is used to measure and analyze the relationship between Human Resources (HR) competency development and organizational culture on employee performance with the mediating variable of service quality at Pertamina Central Hospital Jakarta.

## 3. Results and Discussion

This study examines the role of Human Resources (HR) competency and organizational culture on employee performance, with service quality as a mediating variable at Pertamina Central Hospital, Jakarta. Questionnaires were distributed to 235 employees at Pertamina Central Hospital, Jakarta, from June 3, 2025, to June 10, 2025.

In this study, PLS-SEM analysis was used to analyze the research model. Research model analysis is the process of processing data to estimate the empirical relationship between each item and the construct and the relationships between constructs (Hair et al., 2022). This process includes two models: a measurement model (outer model) and a structural model (inner model).

Data analysis begins with building a structural model. The following is a schematic of the proposed PLS program model:



Source: Results of PLS-SEM research data processing (2025)

### 1) Picture Full Partial Least Square Structural Model

The image above shows the loading factor calculation results, which indicate that the loading factor value is above 0.70, indicating that the indicator meets convergent validity requirements and has the required validity based on the rule of thumb used. For more details, see the following table:

## 2) Table Loading Factor Results

Variables	Indicator	Loading Factor	Information
<b>Employee Performance</b>	KP1	0.741	Valid
	KP2	0.835	Valid
	KP3	0.833	Valid
	KP4	0.854	Valid
	KP5	0.813	Valid
<b>Organizational culture</b>	BO1	0.843	Valid
	BO2	0.834	Valid
	BO3	0.877	Valid
	BO4	0.899	Valid
	BO5	0.869	Valid
<b>Human Resources Quality</b>	SDM1	0.879	Valid
	SDM2	0.902	Valid
	SDM3	0.909	Valid
	SDM4	0.871	Valid
<b>Quality of Service</b>	KL1	0.837	Valid
	KL2	0.750	Valid
	KL3	0.774	Valid
	KL4	0.859	Valid
	KL5	0.845	Valid
	KL6	0.865	Valid
	KL7	0.874	Valid
	KL8	0.818	Valid

Source: data processed with SmartPLS 4.0 (2025)

Based on the table above, it is clear that the value of each indicator is greater than 0.70, thus considered valid. This indicates that the questionnaire questions were sufficiently understood by respondents, and the questionnaire effectively and accurately measured its objectives.

In addition to factor loading, there are two more criteria used with the SmartPLS 4 data analysis method to evaluate the external model, namely discriminant validity (cross loading, AVE, Fornell Larcker criterion) and reliability test, with the results explained as follows:

Discriminant validity is the test that a measuring instrument accurately measures the construct being measured, and not another construct. Instrument validity is determined not only by convergent validity but also by discriminant validity.

The next analysis after the validity test is the reliability test. Instrument reliability testing is conducted to determine the consistency of the regularity of an instrument's measurement

results even though they are carried out at different times, locations, and populations. Construct reliability is measured using two different criteria: composite reliability and Cronbach's Alpha (internal consistency reliability). A construct is declared reliable if the composite reliability value is greater than 0.7 and the Cronbach's Alpha value is greater than 0.6. The results of the reliability test calculations for composite reliability and Cronbach's Alpha are shown in the following table:

### 3) Composite Reliability and Cronbach's Alpha Value Table

Variables	Composite Reliability	Cronbach's Alpha	Results
Employee Performance	0.909	0.875	Reliable
Organizational culture	0.937	0.916	Reliable
Source Competence	0.939	0.913	Reliable
Human Resources			
Quality of Service	0.946	0.935	Reliable

Source: data processed with SmartPLS 4.0 (2025)

Based on the table above, it can be seen that the Cronbach's alpha values for all variables exceeded 0.60. Furthermore, all variables also had composite reliability values above 0.70. Therefore, based on the results of this reliability test, it can be concluded that all indicators have met the established criteria and are therefore deemed reliable in measuring the intended construct.

### 1) Evaluation of Measurement (Inner) Model

The structural model (Inner Model) defines the relationship between latent constructs by looking at the results of parameter coefficient estimates and their significance levels. The structural model is generated as follows:

#### a. R-Square

There are three categories in the R-square value grouping. An R-square value of 0.75 is considered strong; an R-square value of 0.50 is considered moderate; and 0.25 is considered weak (Hair et al., 2019). The R-square values for the dependent variables obtained in this research model can be seen in the following table:

**R-Squared Value Table**

Variables	R Square
Service Quality (Z)	0.776
Employee Performance (Y)	0.653

Source: data processed with SmartPLS 4.0 (2025)

After calculating using SmartPLS 4, the table above shows that the service quality variable has an r-square value of 0.776, meaning that the influence of human resource competence and organizational culture on service quality is 77.6%. The r-square value for the employee performance variable is 0.653, meaning that the influence of human resource competence, organizational culture, and service quality on employee performance is 65.3%.

## b. F-Square

The F-Square is a measure used to assess the relative impact of an influencing (exogenous) variable on an influenced (endogenous) variable. The magnitude of the substantive influence is classified into three levels: 0.02 (small/poor); 0.15 (moderate/sufficient); and 0.35 (large/good) (Setiaman, 2023). The f-Square value results can be seen in the following table:

F-Square Value Table

Variables	F-Square	Information
Organizational Culture -> Service Quality	0.334	Currently
Organizational Culture -> Employee Performance	0.007	Small
Service Quality -> Employee Performance	0.151	Currently
Human Resources Competence -> Service Quality	0.239	Small

Based on the table above, we can see that the substantive influence of organizational culture on service quality (0.334) and service quality on employee performance (0.151) is moderate. Meanwhile, small substantive influences occur in the variables of organizational culture on employee performance (0.007), human resource competence on service quality (0.239), and human resource competence on employee performance (0.047).

## c. Goodness of Fit

Goodness of Fit Results Table

No	Structural Model	Cut-Off Value	Estimated	Information
1	SRMR	< 0.10	0.068	Fit
2	d_ ULS	> 0.05	1,154	Fit
3	d_ G	> 0.05	0.625	Fit
4	Chi-Square	> 0.05	867,318	Fit
5	NFI	Approaching 1	0.818	Fit

Source: data processed with SmartPLS 4.0 (2025)

Based on the results of the PLS model goodness of fit test in the table above, it shows that the SRMR value of the PLS model is 0.068, which means it is lower than 0.10, thus indicating a good model. For the d\_ ULS output result, which is 1.154, it shows a result higher than 0.05, meaning it indicates a good model. For the d\_ G output result, which is 0.625, it shows a result higher than 0.05, meaning it indicates a good model. The Chi square result is 867.318, which shows it is higher than 0.05, meaning the model is good. The NFI output result shows a result of 0.818, meaning the model can be accepted well.

The indicators used in testing the hypothesis in this study are the calculated t-value compared to the t-table value (1.96) and the significance value. The hypothesis is declared accepted if the calculated t-value > t-table and the sig value < 0.05 and conversely the hypothesis is declared rejected if the calculated t-value < t-table and the sig value > 0.05. Based on these provisions, the results of the accepted and rejected path coefficients can be seen in the



following table:

#### 4) Hypothesis Test Results Table

Variables	<i>Original Sample (O)</i>	<i>T-Statistics</i>	<i>P-Values</i>	Information
Human Resources Competence -> Service Quality	0.421	6,243	0,000	Hypothesis accepted
Organizational Culture -> Quality of Service	0.498	7,247	0,000	Hypothesis accepted
Competence Resource Man ->Employee Performance	0.260	2,849	0.005	Hypothesis accepted
Organizational Culture -> Employee Performance	0.104	0.952	0.342	Hypothesis rejected
Quality Service ->Employee Performance	0.484	3,813	0,000	Hypothesis accepted
Competence Resource Man -> Quality Service -> Employee Performance	0.204	3,056	0.002	Hypothesis accepted
Organizational Culture -> Quality Service ->Employee Performance	0.241	3,490	0.001	Hypothesis accepted

Source: Data processed with SmartPLS 4.0 (2025)

Based on the table, it can be explained as follows:

1) The significant value of human resource competency on service quality is 0.000 and this value shows that the significant value is less than 0.05 ( $0.000 < 0.05$ ) and the T-statistics value is 6.243.

This is greater than the t-table of 1.96 ( $6.243 > 1.96$ ), so that human resource competence has a significant effect on service quality. Meanwhile, the original sample value (O) is 0.421 and this value shows a positive number, so it can be concluded that increasing human resource competence will improve service quality. Based on these results, it can be explained that human resource competence has a positive effect on service quality, so H1 is accepted.

2) The significant value of organizational culture on service quality is 0.000 and this value shows that the significant value is smaller than 0.05 ( $0.000 < 0.05$ ) and the T-statistics value is 7.247. This value is greater than the t-table which is 1.96 ( $7.247 > 1.96$ ) so that organizational culture has a significant effect on service quality. Meanwhile, the original sample value (O) is 0.498 and this value shows a positive number so it can be concluded that the increasing organizational culture will improve service quality. Based on these results, it

can be explained that organizational culture has a positive effect on service quality so that H2 is accepted.

3) The significant value of human resource competency on employee performance is 0.005 and this value shows that the significant value is smaller than 0.05 ( $0.005 < 0.05$ ) and the T-statistics value is 2.849. This value is greater than the t-table which is 1.96 ( $2.849 > 1.96$ ) so that human resource competency has a significant effect on employee performance. Meanwhile, the original sample value (O) is 0.260 and this value shows a positive number so it can be concluded that the increasing Human resource competency will improve employee performance. Based on these results, it can be explained that human resource competency has a positive effect on employee performance, so H3 is accepted.

4) The significant value of organizational culture on employee performance is 0.342 and this value shows that the significant value is greater than 0.05 ( $0.342 > 0.05$ ) and the T-statistics value is 0.952. This value is smaller than the t-table which is 1.96 ( $0.952 < 1.96$ ) so that organizational culture does not have a significant effect on employee performance. Meanwhile, the original sample value (O) is 0.104 and this value shows a positive number so it can be concluded that increasing organizational culture will improve employee performance. Based on these results, it can be explained that organizational culture does not have a positive effect on employee performance so that H4 is rejected.

5) The significant value of service quality on employee performance is 0.000 and this value shows that the significant value is smaller than 0.05 ( $0.000 < 0.05$ ) and the T-statistics value is 3.813. This value is greater than the t-table which is 1.96 ( $3.813 > 1.96$ ) so that service quality has a significant effect on employee performance. Meanwhile, the original sample value (O) is 0.484 and this value shows a positive number so it can be concluded that increasing service quality will improve employee performance. Based on these results, it can be explained that service quality has a positive effect on employee performance. The significant value of human resource competence on employee performance mediated by service quality is 0.002 and this value shows that the significant value is smaller than 0.05 ( $0.002 < 0.05$ ) and the T-statistics value is 3.056. This value is greater than the t-table which is 1.96 ( $3.056 > 1.96$ ) so that human resource competence has a significant effect on employee performance mediated by service quality. Meanwhile, the original sample value (O) is 0.204 and this value shows a positive number so it can be concluded that increasing human resource competence will improve employee performance through the quality of service provided. Based on these results, it can be explained that human resource competence has a positive effect on employee performance mediated by service quality so that H6 is accepted.

6) The significant value of organizational culture on employee performance mediated by service quality is 0.001 and this value shows that the significant value is smaller than 0.05 ( $0.001 < 0.05$ ) and the T-statistics value is 3.490. This value is greater than the t-table which is 1.96 ( $3.490 > 1.96$ ) so that organizational culture has a significant positive effect on employee performance mediated by service quality. Meanwhile, the original sample value (O)



is 0.241 and this value shows a positive number so it can be concluded that increasing organizational culture will improve employee performance through service quality.

Based on these results, it can be explained that organizational culture has a positive influence on employee performance which is mediated by service quality so that H7 is accepted.

5) The discussion that will be carried out is as follows:

Based on the analysis, a discussion is conducted to conclude the influence of organizational culture and human resource competency on employee performance, with service quality as a mediating variable for employees at Pertamina Central Hospital, Jakarta. Conclusions and interpretations of the results will be drawn from the hypothesis analysis by comparing these results with previous studies that are relevant and in line with the variables in this study.

#### 1) The Influence of Human Resource Competence on Service Quality

Based on the research results, hypothesis 1 is accepted, indicating that human resource competency has a positive effect on service quality. This research finding aligns with research conducted by Sitorus et al. (2024), who found that competency has a positive effect on service quality. Vahedi et al. (2024) also found that competency has a positive effect on service quality. Consistent with these two studies, research conducted by Wardeni et al. (2024) also found that competency has a positive effect on service quality. This research finding explains that the increasing competency of human resources will improve the quality of services provided.

#### 2) The Influence of Organizational Culture on Service Quality

Based on the research results, hypothesis 2 is accepted, indicating that organizational culture has a positive effect on service quality. These results align with research conducted by Vahedi et al. (2024), which found that organizational culture has a positive effect on service quality. In line with this research, research conducted by Mohamad et al. (2024) also found that organizational culture has a positive effect on service quality. Organizational culture can also be defined as a habit that is continuously repeated and becomes a value and lifestyle by a group of individuals within an organization, followed by subsequent individuals. Organizational culture is the habits shared habits or values adopted by an organization that are expected to improve the quality of the organization (Mohamad et al., 2024). The results of this study explain that as organizational culture improves, the quality of services provided will improve.

#### 3) The Influence of Human Resource Competence on Employee Performance

Based on the research results, hypothesis 3 is accepted, indicating that human resource competence has a positive effect on employee performance. These results align with research conducted by Cahyati et al. (2023), which found that human resource competence has a positive effect on employee performance. Research conducted by Nasir et al. (2023) also

found that competence has a positive effect on employee performance. This is in line with both in addition to this research, research conducted by Yunengsih (2023) also found that competence positively impacts employee performance. These results suggest that increasing human resource competence will improve employee performance.

Good employee competency will improve employee performance. Employee competency is the ability to perform or carry out a job or task based on skills and knowledge, supported by a required work attitude characterized by professionalism in a particular field as something important or superior. Competence is also a person's ability to produce satisfactory levels of performance in the workplace, transfer and apply skills and knowledge in new situations, and increase agreed-upon benefits (Nasir et al., 2023).

#### 4) The Influence of Organizational Culture on Employee Performance

Based on the research results, hypothesis 4 was rejected, indicating that organizational culture does not positively influence employee performance. This finding is inconsistent with the research conducted by Cahyati et al. (2023), which found that organizational culture positively influences employee performance. Srimulyani et al. (2023) also found that organizational culture positively influences employee performance. These results indicate that fluctuations in organizational culture do not affect employee performance.

#### 5) The Influence of Service Quality on Employee Performance

Based on the research results, hypothesis 5 is accepted, indicating that service quality has a positive effect on employee performance. This research is in line with research conducted by Cahyati et al. (2023), who found that service quality has a positive effect on employee performance. Pebrian et al. (2023) also found that service quality has a positive effect on employee performance. In line with this research, research conducted by Yunengsih (2023) also found that service quality has a positive effect on employee performance. The results of this study explain that increasing service quality will improve employee performance. Good service quality triggers customer or community satisfaction, which will create a good work environment so that employees are more enthusiastic about working, thus improving employee performance (Medah et al., 2023).

#### 6) The Influence of Human Resource Competence on Employee Performance Mediated by Service Quality

Based on the research results, hypothesis 6 is accepted so that this indicates that service quality mediates the influence of human resource competency on employee performance. This result shows that the quality of service provided is part of human resource competency that will affect employee performance. This result is also supported by the highest respondent's answer from service quality, namely the respondent feels fully responsible for the quality of service I provide and the highest respondent's answer related to human resource competency, namely the respondent is able to complete the work according to the

established standards, as well as the highest respondent's answer related to employee performance, namely the respondent is classified as an employee who strongly adheres to discipline in carrying out tasks and work schedules.

#### 7) The Influence of Organizational Culture on Employee Performance Mediated by Service Quality

Based on the research results, hypothesis 7 is accepted, indicating that service quality mediates the influence of organizational culture on employee performance. This result shows that the quality of service provided is part of the organizational culture that will affect employee performance. This result is also supported by the highest respondent's answer from service quality, namely that the respondent feels fully responsible for the quality of service I provide and the highest respondent's answer related to organizational culture, namely that the respondent always respects the opinions of others when working, and the highest respondent's answer related to employee performance, namely that the respondent is classified as an employee who strongly adheres to discipline in carrying out tasks and work schedules.

The finding that service quality mediates the influence of organizational culture on employee performance confirms that organizational culture is not merely institutional decoration, but a driving force that operates indirectly but significantly. It does not improve performance instantly, but through the creation of a supportive work environment, creating conditions in which quality service can emerge and from which optimal performance emerges. The combination of respect for the opinions of colleagues (culture), full responsibility for service (quality), and high discipline in carrying out tasks (performance) forms the ideal profile of healthcare workers in modern, professional, collaborative, and reliable hospitals. Therefore, hospitals must develop a holistic HR strategy, in which the development of organizational culture, improving service quality, and improving performance are not seen as separate programs, but as a mutually reinforcing, systemic whole. By integrating the three, hospitals can create a sustainable positive cycle that not only increases productivity but also realizes quality, dignified, and sustainable healthcare for patients and the community.

## 4. Conclusion

Based on the results of research on the Role of Human Resource Competence and Organizational Culture on Service Quality in Improving Employee Performance with research respondents of 235 employees of Pertamina Central Hospital, Jakarta, seen by gender, the majority of respondents were male as many as 144 people (61.3%), while women were only 91 people (38.7%). Based on age, the largest respondents were in the productive age range, namely 84 people (35.7%) aged 41 to 50 years and 52 people (22.1%) aged 31 to 40 years. These results indicate that most respondents are in the productive age who are physically and mentally able to provide excellent performance. The majority of respondents completed education up to S1 as many as 97 people (41.3%) and diploma as many as 71 people (30.2%). These results illustrate that human resources at Pertamina Central Hospital are dominated by

professional staff with adequate theoretical and practical provisions to carry out medical and administrative service functions. The majority of respondents were nurses (86 people) (36.6%), and 48 other health workers (20.4%). These results explain that nurses and other health workers are the spearhead of health services, making this very relevant to aspects of human resource competency, organizational culture, service quality, and employee performance. As the frontline in direct interaction with patients, the level of competency possessed by nurses and other health workers is crucial.

Others, both in terms of technical expertise and interpersonal communication skills, are important factors in determining the quality of service perceived by patients.

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