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DEVELOPMENT OF NURSE RESOURCES AT THE REGIONAL GENERAL HOSPITAL KH. HAYYUNG SELAYAR ISLANDS

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Abstract

This study aims to develop human resources for nurses is very important to improve the quality of health services at the Kh. Hayyung Regional General Hospital, Selayar Islands. This study uses a quantitative approach by taking a population of 185 nurses at the Kh. Hayyung Regional General Hospital, Selayar Islands. Data collection techniques using questionnaires, sampling techniques using purposive sampling with the Slovi formula totaling 127 people, while the data analysis technique uses path analysis. The results of the path test obtained the effect of training on performance, in the second path test there was an effect of motivation on performance, and in the third path test there was an effect of training on HR, the effect of motivation on HR and the effect of performance on HR. And the results of the Sobel test found that the effect of training on performance through HR and the effect of motivation on performance through HR. Based on the results of the study, it is still necessary to increase the motivation, discipline and welfare of nurses in order to improve performance. 

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Leadership Style, Work Motivation, Work Discipline and Employee Performance

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1 Introduction

Since the implementation of the national health system by the government, there has been an improvement in the quality of health services in all health facilities in Indonesia. One of the main focuses of the government in improving the quality of health facilities is health human resource management. In the implementation of the national health system, it is said that human resources for driving health in an effort to improve the degree of public health must be sufficient in quantity, type, and quality, as well as distributed fairly and evenly in accordance with the needs of health development (Aprianto and Nasaindah Zuchri 2021).

Human Resources are basically the most important capital and wealth for a nation, which is important to overcome various state problems both at the national and regional levels. The availability of human resources who have quality personal character aspires to the condition of the rise of civil society that creates space for a more prosperous society and a strong identity. Indonesia's human resources who have high personality qualities and superior character, these human resources grow with various fields of business and the business world. These human resources grow with moral, religious, and high intellectual strength (Candra Lutfi 2020).

There are several theories that state that health human resources are a subsystem in the National Health System which has a major role in the implementation of health efforts and the achievement of Universal Health

Coverage and also the Sustainable Development Goals. In addition, Indonesia faces other challenges, namely experiencing a triple burden of disease, including nutritional problems, infectious diseases, and the increase in non-communicable diseases, and re-emerging and emerging diseases due to demographic transitions and transitions. Health human resources are the most important part of improving public health in Indonesia. Health human resources are also said to be a key component to drive health development that aims to increase awareness, willingness, and the ability to live a healthy life. As much as 80% of the success of health development in Indonesia is determined by health human resources. The lack of health human resources in Indonesia is due to uneven distribution and poor management of health human resources. Human resource management is a system to handle a problem within the organization and ensure that the utilization of human resources runs optimally, effectively, and efficiently to achieve an organizational goal (Aprianto and Nasaindah Zuchri 2021).

Nurses are one of the most important human resources in a hospital. The ability, skills and professionalism of nurses as well as the accountability of health public administration need to be improved in the professional aspect (Kadir and Badwi 2023). Nurses as one of the health workers play an important role in efforts to achieve health development goals. The success of health services depends on the participation of nurses in providing quality nurses for patients. Patient services to nurses require comprehensive, careful services to prevent death and disability by paying attention to biopsychosocial and cultural aspects. Of course, to support this, the basic concept of nurses is needed which is expected to achieve professional nurses as the object of the nurse care provided. Referring to the condition of service in Nurses, nurses must have minimum abilities which are then outlined and developed in the nurse education curriculum in the Nurse course (Zuliani 2023).

Research conducted by Mazia Marsuki, et al in Malaysia (2013) with the title Unfavorable staffing and resources adequacy impact on patient outcomes and quality of care in the three university hospitals in Malaysia, The conclusion of this study stated, adequate staffing and resources remain an important aspect in this work environment and thus, this study recommends that management will be advised to address this aspect of work environment creation healthy to be commensurate with efforts to maintain positive patient outcomes, adequate staff and high-quality nurses (Marzuki, Wichaikhum, and Nantsupawat 2013).

Research conducted by Erni et al. (2021) at the Level II Pelamonia Makassar Hospital, Makassar City, The results of this study are informal education Informants show that the lack of interest in employees continuing formal education to a higher level for various reasons, which can affect the development of Human Resources (HR) of Employees at Pelamonia Makassar Hospital. Basically, the lack of interest of employees in participating in training that can improve employee skills is due to the lack of motivation from the demands of work and hospital management (Kadir and Badwi, 2023).

2 Research Method

The strategy used in this study uses an associative research strategy. According to Sugiyono (2018: 92), associative strategy is a study that seeks an influence between two or more variables. The strategy that supports this study uses the survey sample method, namely by collecting and analyzing data by seeking opinions from the subjects being studied (respondents) using questionnaires, which aims to find out whether or not there is an influence between the variables X1 (Training), X2 (Motivation), Z (HR), Y (Performance). This research will be carried out at the KH Regional General Hospital. Hayyung Selayar Islands. The research was conducted on June 1-July 2024. Population is the entire object of research in the form of people, objects, events and symptoms that occur, which is a variable needed to solve research problems. Therefore, the population in this study is all nurses at the KH Regional General Hospital. Hayyung Selayar Islands.

3 Result and Discussion

This study uses path analysis to find the influence of independent variables on dependent variables by regressing X Z to Y as dependent variables. The regression results like this can be seen in the table below:

Track I Test Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0,644	0,237		2.714	0.008
Training	0,944	0,121	0,471	45.762	0.000

a. Dependent Variable: Kinerja
Source : SPSS 2024

Based on the SPSS output table, the available analysis results are then arranged into the following equations:

$$Y = X1 + e1$$

Based on the regression equation, the following results are obtained:

$$Y = 0,471 + e1$$

Means :

The coefficient value of the regression of the training variable is + 0.471, if the performance variable increases, the training variable will also increase, and vice versa.

Track II Test Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.047	.735		6.864	.000
Motivation	.348	.140	.416	8.739	.000

a. Dependent Variable: Kinerja
Source : SPSS 2024

Based on the SPSS output table, the available analysis results are then arranged into the following equations:

$$Y = X_2 + e_2$$

Based on the regression equation, the following results are obtained:

$$Y = 0,416 + e_2$$

Means :

The coefficient value of the regression of the motivation variable is + 0.416, if the performance variable increases then the motivation variable will also increase, and vice versa.

Track III Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.710	.967		1.767	.080
	Motivation	.785	.057	.793	13.684	.000
	Training Per-	.146	.332	.083	1.838	.002
	formance	.048	.048	.328	2.946	.004

a. Dependent Variable: SDM

Source : SPSS 2024

Based on the SPSS output table, the available analysis results are then arranged into the following equations:

$$Z = X_1 + X_2 + Y + e_3$$

Based on the regression equation, the following results are obtained:

$$Z = 0,328 + 0,793 + 0,083$$

Means :

1. The coefficient value of the regression of the training variable is + 0.328, if the training variable increases, the HR variable will also increase, and vice versa.
2. The coefficient value of the regression of the motivation variable is + 0.793, if the motivation variable increases, the HR variable will also increase, and vice versa.
3. The coefficient value of the regression of the work performance variable is + 0.083, if the performance variable increases, the HR variable will also increase, and vice versa.

The Influence of Training on Performance

Based on the results of the SPSS test, the t-value was calculated at 45.762, while the t-table was 1.657, the p-value was $0.000 < \alpha 0.05$, this shows that the training variable has a positive effect and significance on the performance of nurses at the KH Regional General Hospital. Hayyung Selayar Islands.

Training is a series of individual activities in systematically improving skills and knowledge so that they are able to have professional performance in their fields (Widodo, 2019).

Training is a learning process that allows employees to carry out their current work in accordance with standards. According to Dessler (2019), training is the process of teaching new employees the skills they need to do their jobs. Ideally, training should be designed to realize the goals of the organization, which at the same time also realize the goals of individual workers. Training is one of the efforts to improve the quality of human resources in the organization, both new and already working need to take part in training because of the demands of work that can change due to changes in the work environment, strategies, and others. From the definition in the bag, it can be concluded that training is not a goal, but a tool of management to achieve the company's goals which is the effort and responsibility of the leadership to the employees for whom it is responsible. With training, it will be able to cause changes in work habits, changes in attitudes, behaviors, skills and knowledge of employees.

Based on research conducted by Kasmalena (2021) The Effect of Job Training and Competency on the Performance of Nurses at Sansani Hospital Pekanbaru. Based on the results of data processing, the Adjusted R Square number shows that performance has a fairly strong relationship. The results of the study showed that based on the results of the F test, the results of the Fcal test were 42, 479 > Ftable 3.15 and the significance ($0.000 < 0.05$) this shows that the variables of job training and competence together have a positive and significant effect on the variables of nurse performance. And based on the multiple correlation test, the Adjusted R Square value is 56.8%. This shows that all variables of job training and competency have an effect on performance variables by 56.8% while the remaining 43.2% are influenced by other factors. The most dominant variable in this study is the job training variable, this is because it often involves training with people.

According to researchers, training affects the performance of nurses at KH regional general hospitals. Hayyung Selayar Islands because through training, nurses can improve the knowledge, skills, and competencies needed in carrying out their nursing duties. With updated knowledge and improved skills through training, nurses can provide better and more effective services to patients.

The Influence of Motivation on Performance

Based on the results of the SPSS test, the calculation value on the motivation variable with the performance of the t value was 8.739, while the t table was 1.657, the p value was $0.000 < \alpha 0.05$, this shows that the motivation variable has a positive effect and significance on the performance of nurses at the KH Regional General Hospital. Hayyung Selayar Islands.

Motivation is the desire to perform as a willingness to expend a high level of effort toward organizational goals, conditioned by the ability of that effort to meet an individual need (Robbins, 2018). Meanwhile, according to Mangkunegara (2011), motivation comes from the word motive which is an encouragement of needs in employees that need to be met so that the employee can adjust to his environment. Motivation is the driving force that results in an

organization member being willing and willing to exert his abilities in the form of expertise or skills, manpower and time to carry out various activities that are his responsibility and fulfill his obligations, in order to achieve the goals and various organizational goals that have been predetermined (Siagian, 2018).

Mathis and Jackson (2010) stated that motivation is a desire in a person that causes the person to take action.

Based on research conducted by Karmadi (2019) The Effect of Nurse Work Motivation on Nurse Performance at the Waluyo Nursing Home Hospital in Surakarta. The results of the determination coefficient analysis obtained an Adjusted R Square = 0.666 value, which means that it is known that the influence given by the independent variable, namely nurse work motivation on the bound variable, namely the performance of nurses at the Waluyo Surakarta Nursing Home Hospital is 66.6% while the rest $(100\% - 66.6\%) = 33.4\%$ is influenced by other factors. Hypothesis Test: The determination coefficient of this analysis is used to find out how much contribution or influence is given by the independent variable, namely the work motivation of nurses to the bound variable, namely the performance of nurses at the Waluyo Hospital in Surakarta. The results of the determination coefficient analysis are as follows: from the results of the calculation, the value of Adjusted R Square = 0.666 is obtained, which means that it is known that the influence given by the independent variable, namely the work motivation of nurses on the bound variable, namely the performance of nurses at the Waluyo Surakarta Nursing Home Hospital is 66.6% while the rest $(100\% - 66.6\%) = 33.4\%$ is influenced by other factors outside the variables studied, For example, incentive wages, organizational culture, work discipline, organizational commitment and so on. Test F: Test F is used to test the influence of the nurse's work motivation variable on the bound variable, namely nurse performance (Y) at the Waluyo Hospital in Surakarta. Based on the results of the analysis using the SPSS program, the results of the analysis of the F test can be presented in the following table: The results of the analysis obtained F calculated as 35.993 with a probability value of $0.000 < 0.05$, then H_0 was rejected means that there is a significant influence of the independent variable, namely the work motivation of the nurse on the bound variable, namely the performance of the nurse at the Waluyo Surakarta Nursing Home Hospital. T-test: The t-test is used to test the significance of the influence of the independent variable, namely nurses' work motivation, on the bound variable, namely the performance of nurses at the Waluyo Nursing Home Hospital in Surakarta. The calculation to test the significance of the linear regression coefficient partially The results of the analysis were obtained with a calculation of 2.969 with a probability value of $0.005 < 0.05$, then H_0 was rejected, meaning that there was a positive and significant influence of nurses' work motivation on the performance of nurses at the Waluyo Nursing Home Hospital in Surakarta. So the hypothesis that reads: "There is a positive and significant influence of nurses' work motivation on the performance of nurses at the Waluyo Surakarta Nursing Home", proved to be true.

According to researchers, Motivation has a significant influence on nurses' performance because motivation is an internal impulse that encourages a person to achieve goals and excel in their work. When a nurse feels motivated, they tend to be more passionate, focused, and dedicated in carrying out their nursing duties.

The Influence of Training with Human Resources

Based on the results of the SPSS test, the calculation value on the training variable with human resources with a t value of 2,946 while the t table is 1,657, the p value is 0.004

$< \alpha 0.05$, this shows that the training variable has a positive effect and significance on the human resources of nurses at the KH Regional General Hospital. Hayyung Selayar Islands.

Training is a key factor in improving the quality of nurses' Human Resources (HR). Structured and continuous training has a significant positive impact on nurses' competence, performance, and job satisfaction. Through training, nurses can gain the knowledge, skills, and attitudes needed to provide optimal healthcare services to patients.

The influence of training on nurse human resources can be seen from several aspects. First, training improves the knowledge and skills of nurses. Through training, nurses can learn the latest theories and practices in the field of nursing, such as patient care techniques, disease management, and the use of medical equipment. Second, training improves the ability of nurses to solve problems and make the right decisions. Trained nurses have better analytical skills, so they can identify problems, determine solutions, and take appropriate action in complex situations. Third, training increases the motivation and job satisfaction of nurses. Nurses who feel well-trained and have high competence tend to be more motivated and satisfied with their work. This is because they feel they are able to make a meaningful contribution to patients and the organization.

According to the researcher, training has a significant influence on nurses' Human Resources (HR) because training provides opportunities for nurses to improve their knowledge, skills, and competencies. With this increase, nurse human resources have become more qualified and ready to face increasingly complex tasks in the world of nursing.

The Influence of Motivation with Human Resources

Based on the results of the SPSS test, the calculation value on the motivation variable with human resources t calculated 1,838 while the t table was 1,657, the p value was 0.000 $< \alpha 0.05$, this shows that the motivation variable has a positive effect and significance on the human resources of nurses at the KH Regional General Hospital. Hayyung Selayar Islands.

In Yahya's research, (2023) motivation can affect human resources (HR) by encouraging them to carry out activities optimally and improve performance. Motivation can help HR in several ways, such as improving performance, motivation can encourage employees to work hard and be passionate to get the best results. This can improve employee performance, productivity, and a more positive work atmosphere.

Increasing work comfort, motivation can encourage increased team and individual work comfort, and accelerate the process of completing tasks and responsibilities.

Increasing focus, clear and well-defined goals can motivate employees to work towards a specific achievement. This can improve focus and help in organizing tasks to be completed successfully.

Increasing commitment, rewards can act as a powerful motivator, give employees a sense of purpose, and make them more committed to their roles.

According to researchers, motivation affects nurses' human resources (HR) because a high level of motivation can improve the quality of nurses' performance and contribution in health organizations. When nurses feel motivated, they tend to be more passionate, focused, and dedicated in carrying out their duties. This can have a positive impact on productivity, service quality, and patient satisfaction.

The Influence of Performance on Human Resources

Based on the results of the SPSS test, the calculation value on the performance variable with human resources t calculated 1,838 while the t table was 1,657, the p value was

$0.002 < \alpha 0.05$, this shows that the performance variable has a positive effect and significance on the human resources of nurses at the KH Regional General Hospital. Hayyung Selayar Islands.

Performance is often defined as the outcome or output of the tasks and responsibilities of an individual or team in the context of work. It includes quality, quantity, and efficiency in completing tasks.

Nurse performance is a real behavior that everyone displays as work achievements produced by nurses according to their role in a company or organization. Good nurse performance is one of the most important factors in an agency, company, or organization's efforts to increase productivity. The performance of a nurse in a company or organization is an individual thing, because each nurse has a different level of ability in doing their duties.

Based on research conducted by Faried Ma'Ruf Saleh (2022) human resource management on nurse performance. The results of the Chi Square Test obtained a value of $p=0.000 < \alpha$ meaning that H_a was accepted, thus there was an influence of training and promotion on the performance of nurses at Haji Makassar Hospital. This means that the higher the training and promotion carried out, the higher the performance of nurses. The logistical regression analysis carried out also showed a value of $p=0.000$ with a value of $OR = 15,934$, showing that a very influential indicator in human resource management is promotion and training, because in selection and recruitment it is only fixed on the standards that must be possessed by a nurse and in the work assessment it also only provides work motivation from the value obtained and adjusted to its income, while in the promotion and training of nurses are required not only to meet certain criteria, but nurses are required to be more than other nurses on some of these criteria in line with research (Widyani and Putra 2020) stating that the variable of position promotion is formed by five indicators, namely nurses who are loyal and have integrity, creative and initiative, more value than other employees, can provide solutions not only complaints and professionals at work. Facts in the field show that 56.6% of nurses think that they are sufficiently included in the training and the nurses who are included in the training get new knowledge and new skills so that they produce different work results from nurses who are not included in the training, from the research instrument states that there are 83.7% of nurses who receive comprehensive training where with comprehensive training the knowledge of accepted and the skills that he or she must have by the nurses are thoroughly acquired.

According to researchers, nurse performance has a strong influence on nurses' Human Resources (HR) because good performance reflects the level of competence, professionalism, and dedication of nurses in carrying out nursing duties. Optimal nurse performance can improve the reputation and image of health institutions in the eyes of patients and the general public.

The Influence of Training on Performance Through HR

Based on the results of the SPSS test assisted by the sobel test with the Daniel Test method, it is known that the t-value of the sobel test results for the training variable (X1) on Performance (Y) through HR (Z) is 3.382 at a significance of 0.0003. This shows that the value of t calculation is greater than the t-table of $3,382 > 1,657$ Therefore, it can be concluded that training has a positive effect on performance through human resources.

Based on research conducted by Herdiyana (2020) The effect of training on the performance of SH Hospitals nurses. The results of the study at SH Hospitals Purwakarta revealed that the training felt by nurses at SH Hospitals Purwakarta was 75.54%. Meanwhile,

the performance felt by nurses was 74.26%. The magnitude of the influence of training on performance was 44%, and 56%. An overview of the training through the responses of respondents consisting of 101 nurses of SH Hospitals Purwakarta regarding training variables consisting of instructors, training participants, training materials, training methods, training objectives, and training objectives. Based on the results of data processing, the respondents' responses showed that the sub-variable of training objectives was the highest score with training indicators that could increase skills in working in the company and training could increase morale in the good category, meaning that at SH Hospitals Purwakarta in its training has clear goals so that nurses can apply it in their work. While the lowest score is in the sub-variable of the training target, namely in the item of suitability of training time with working hours so that nurses participate in training. There needs to be an improvement where during the implementation of the training do not interfere with busy work time.

According to the researcher, training affects the performance through nurses' Human Resources (HR) because training provides opportunities for nurses to improve their knowledge, skills, and competencies. With this increase, nurse human resources have become more qualified and ready to face increasingly complex tasks in the world of nursing.

The Influence of Motivation on Performance Through HR

Based on the results of the SPSS test assisted by the sobel test with the Daniel Test method, it is known that the t-value of the sobel test results for the motivation variable (X2) on Performance (Y) through HR (Z) is 2.7249 at a significance of 0.0032. This shows that the value of t calculation is greater than that of the t table, believe $2.7249 > 1.657$ So it can be concluded that motivation has a positive effect on performance through human resources.

Based on research conducted by Herdiyana (2020), the relationship between work motivation and nurse performance at GMIM Bethesda Tomohon General Hospital. The results of bivariate analysis showed that there was a significant relationship between each. Based on the results of the relationship between leadership and the performance of health workers at the Kawangkoan Health Center using the Chisquare statistical test and the results were obtained that there was a relationship between work motivation and the performance of nurses at GMIM Bethesda Tomohon General Hospital. Good performance from a person is certainly inseparable from the motivation that exists in a person or also the motivation given by others so that good and effective performance can be created.

According to the researcher, motivation affects the performance through nurses' Human Resources (HR) because a high level of motivation can improve the quality of performance and contribution of nurses in health organizations. When nurses feel motivated, they tend to be more passionate, focused, and dedicated in carrying out their duties. This can have a positive impact on productivity, service quality, and patient satisfaction.

High levels of motivation can also affect nurse retention rates in healthcare organizations. Motivated nurses tend to be more loyal and stay longer in the institution where they work, which can ultimately improve the stability of nurses' human resources.

4. Conclusions

Based on the results of the analysis and discussion in the research that has been carried out, it can be concluded in this study that: From path I there is an influence of training on performance, then, then in the analysis

of path II it is known that there is an influence of motivation on performance in the KH regional general hospital. Hayyung Selayar Islands. In the sobel test, it can be seen that there is an influence of training on performance through human resources, and there is an influence of motivation on the performance of nurses through human resources at the KH regional general hospital. Hayyung Selayar Islands. The implications of this study are on the KH regional general hospital. The Selayar Islands can find out the lack of motivation, there are still employees who lack discipline and nurses who are not prosperous.

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