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The Analysis of Education and Training Implementation Effects on Nurse Competence Improvement and Rewards over Nurse Performance at Bunda Margonda Hospital, Depok

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Hospitals must be able to maintain their competitive advantage for long-term success. It takes the performance of nurses to improve a good nursing care services in achieve organizational goals and success. The several factors are affected on nurse performance during providing nursing care namely training, nurse competence improvement, and reward. Thus, this study aimed to analyse the effect of education and training and competence improvement over nurse performance and reward as an intervening variable at Bunda Margonda Hospital, Depok. The research design is use cross sectional technique to obtain the observation data. Here, in this study the population consisted of all nurses at Bunda Margonda Hospital, Depok round 94 respondents. The sampling data was used to obtain saturated sample that took all the study population as a sample. The approach method is applied as a survey method to providing a questionnaire. The measurement method was carried out using a Likert scale while the collected data was processed in descriptive and quantitative analysis. Data analysis testing was performed using Path Analysis AMOS program. Furthermore, the results found that a implementation of education and training had a positive and significant effect on nurse performance ($p = 0.047$), competence had a positive and significant effect on nurse performance ($p = 0.050$), reward had a positive and significant effect on nurse performance ($p = ***$), education and training had a significant positive effect on rewards received by nurses ($p = ***$), and competence had a significant positive effect on rewards received by nurses ($p = 0.036$). The findings of this study indicated that education and training, competence improvement, both had an effect on the nurse's performance at Bunda Margonda Hospital, Depok with reward as the intervening variable.

Keywords: Training, Competence Improvement, Reward and Performance of Nurses in providing nursing care

1. INTRODUCTION

Hospitals are one of the most important parts of the health system. Organizations need to develop human resources to improve services in hospitals and excel in competition in the field of health services. This is because human resources provide an organization's competitive advantage. The success of an organization is greatly influenced by the performance of its employees. Therefore, employees in an organization are required to show optimal performance, because the good or bad performance achieved by them will affect the performance and success of the company / organization as a whole [1]. Employee performance as the employee's actual performance compared to the performance

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expected by the employee [2]. Here, the success of an organization in improving the performance of its employees cannot be separated from the positive efforts made as a form of achieving the goals of an organization. Some of the efforts that the hospital is expected to make to improve employee performance are such as strengthening the organizational culture in the work environment to support the achievement of organizational goals, creating employee engagement or making employees tied to the organization, and making employees have high commitment as indicated by their loyalty [3]. A education and training is a process that teaches new employees or employees who have worked for a long time in a company about their basic skills needed to do their job [4]. Thus, the training itself aims to

improve knowledge, skills, and attitudes, as well as develop talents so that employees are expected to be able to do work in accordance with the goals of the hospital organization. Here, a competence as the ability to carry out a job or task that is based on skills and knowledge, and is supported by the required work attitude [5]. There are several important elements that need to be considered in competence, including ability, performance, role, and do something. A training has a positive and significant effect on the competence and performance of nurses [6].

Based on the theory stated that reward is a reward for services or remuneration provided by the company to employees because these employees have contributed their energy and thoughts for the progress of the company and the goals set [7]. Reward indicators is consisting of incentives, achievements, recognition, influence, responsibility, personal growth and grading scale. These indicators will then affect the reward that will be received. Berlian Yuli Saputri also stated the same thing where training and competence had a positive and significant effect on the rewards received by nurses. Thus, it was found that there was an increase in nurse turnover in the period January to June 2020 where a number of nurses resigned. This indicates a lack of reward levels in 2020 in the form of remuneration given to nurses.

Based on the background of the problem that has been stated, we interested to analyze Education and Training Implementation Effects on Nurse Competence Improvement and Rewards over Nurse Performance at Bunda Margonda Hospital, Depok.

2. METHODOLOGY

A. Nurse Performance

A nurse performance is the ability and skills related to the job descriptions of a nurse based on the five nursing care processes [8]. Besides, the performance of nurses is the result of a nurse's job that has a strong correlation to improving the quality of service in a hospital, especially in providing nursing care to patients [9]. Better employee performance will make it easier for the hospital to achieve the goals of the hospital's vision and mission in the form of optimal nursing services for patients. Here, a nursing practice and evaluation standards is referring to standard indicators of nurse performance practices. This evaluation standard includes assessment, diagnosis, planning, implementation and evaluation. Meanwhile, professional performance standards include quality assurance, education, performance appraisal, nursing, ethics, collaboration, research, and resource utilization.

B. Nurse Competence

The nurse competence is having an ability to carry out a job or task that is based on skills and knowledge, supported by the required work attitude [10]. Here, the competence describes the knowledge base and performance standards required to successfully complete

a job in holding a position [11]. Competence is defined as “an underlying characteristic of an individual which is causally related to criterion – referenced effective and superior performance in a job a situation”. Here, the words of “underlying characteristics” implies that competence is a part of the personality that is deep and inherent in a person as well as predictable behavior in various situations and job assignments. The Indonesian National Nursing Association (PPNI) is describing competence as the ability that a person has to do a job based on knowledge, skills and attitudes in accordance with established and observable work instructions. Based on the above understanding, there are competency indicators including professional, ethical, legal, cultural sensitivity, care provision and nursing care management, professional development, personal and quality.

C. Reward

The process of providing benefits considers several things including value measurement, salary structure design and management, performance management, performance-based payroll, competency and allowance provisions as well as personal pension and compensation procedure management. The reward system can basically be interpreted as an effort to foster a feeling of acceptance or recognition in the work environment that touches the aspects of compensation in the form of finance and aspects of the relationship between employees and each other. Here, rewards also include feelings of pleasure, satisfaction, physical, social, mental health, having the opportunity to participate in training and obtaining status symbols that are valued by individuals, resulting in an impetus for the need to excel, gain recognition, and responsibility, and the influence of personal development that will further trigger their employees' performance [10].

In accordance with the principle of Law of Effect, that behavior that gets a pleasant reward will experience reinforcement and tend to be repeated, and vice versa, where behavior that does not get rewarded will not experience reinforcement and tends not to be repeated, even could have been avoided. Reinforcement is basically a repetition of an activity since it is rewarded, both material and non-material [10, 11]. Thus, reward System consists of all organizational components, including the people involved in it, processes, rules and procedures, as well as decision-making activities involved in allocating compensation and benefits to employees in return for their contribution to the organization [12, 13]. A reward are rewards given by organizations to employees as a form of reciprocity given to the performance given by employees [14]. Rewards also provided by the organization are the rights of every employee in the organization who have given their performance. This

right must be given by the organization as a form of appreciation from the organization for employee performance. In addition, organizations must reward employees as a form of motivation for their performance and encouragement for employees to have loyalty and retention. The indicators on the reward are as follows: Financial remuneration, in the form of basic payments, salaries / performance payments, incentives, health insurance protection, life insurance, pension and labor insurance, as well as payments outside of working hours consisting of holidays, holidays, annual leave, and maternity leave. Non-financial remuneration (satisfaction received based on psychology) which includes duties at work, challenges at work, responsibility, feelings of recognition and feelings of accomplishment as well as a competent work environment, survival competent, pleasant work relatives and a comfortable work environment.

D. Education and Training

Michael J. Jacius explains education and training as a term to denote any process in developing the talents, skills and abilities of employees so that they can complete certain jobs. Meanwhile, a training is any attempt to improve work performance in a particular job which is his responsibility [15]. Ideally, training should be designed to achieve organizational goals while simultaneously realizing the goals of individual workers. Education and training are often considered as the most common activity where the leaders generally support the training. This is because through education and training, the workers will become more skilled and therefore will be more productive and more skilled even though these benefits must be taken into account with the time consumed when workers are being trained and educated.

Thus, an education and training are a process that teaches new or existing employees the basic skills they need to carry out their jobs. Here, education and training are a series of activities that provide opportunities for employees to acquire and improve work-related skills. Indicators that must be considered in the implementation of nursing care training include knowledge, supporting facilities, time availability, motivation, work environment.

E. Population and Sample

The population in this study included all nurses at Bunda Margonda Hospital, Depok, totaling 94 respondents. The sample used in this study is a saturated sample that takes all the study population as a sample. In this study, primary data were used. This is the type of data that is obtained directly. Data collection was carried out by means of a questionnaire. The scale used in the measurement of this study is an interval scale (from 1 representing strongly disagree to 4 representing strongly agree)

F. Data analysis

The research data were analyzed using path analysis. Data analysis begins after the data is collected. This is done on the basis of the appropriate analytical method to use. The collected data were processed using descriptive and quantitative analysis tools. Data analysis testing was carried out using the Path Analysis AMOS program.

The research hypotheses are as follows:

- H₁: There is an effect of education and training, competence of nurse's improvement on nurse performance and rewards as intervening variables at the Bunda Margonda Hospital, Depok during the Covid-19 pandemic*
- H₂: There is an effect of training and education on nurse performance at Bunda Margonda Hospital, Depok*
- H₃: There is an effect of competence improvement on nurse performance during the Covid-19 pandemic*
- H₄: There is an effect of rewards on the nurse's performance at Bunda Margonda Hospital in Depok during the Covid-19 pandemic*
- H₅: There is an effect of education and training on rewards at Bunda Margonda Hospital Depok during the Covid-19 pandemic*
- H₆: There is an effect of competence improvement on rewards*

3. RESULT AND DISCUSSION

Based on the results of the study, it was found that 41.36% of nurse respondents at Bunda Margonda Hospital Depok had an age range of 20-30 years. Regarding education level, there are 40.4% having the last level of education in the form of D3. As many as 41.36% of respondents have work experience less than 3 years and 41.36% have a position based on PK I level. In other words, in general, nurses at Bunda Margonda Hospital are under 30 years old with a D3 education and have worked for less than 3 years with a position based on PK I level.

The validity test aims to measure whether a questionnaire is valid or not. Validity testing in this study was carried out using Pearson Correlation Product Moment. Based on the results of the analysis, for the question items on the performance variables of nurses, education and training, it was found that competence and reward were declared valid as indicated by the value of $r_{count} > 0.471$. The reliability test in this study was carried out using Cronbach Alpha with the Cronbach Alpha value obtained was > 0.60 so that all variables were declared reliable. The next step after the analysis test is to calculate and test the path coefficient. To test the significance of the direct effect of the independent variable on the dependent variable, the AMOS program path analysis was used (see Table I).

Table I. Results of Amos Calculation

Variable	Estimate	S.E.	CR	P
Reward ← Competency	,202	,097	2,094	,036
Reward ← Training and education nurse performance	,427	,129	3,324	***
competency ← nurse performance	,229	,117	1,961	,050
education and training ← nurse performance	,318	,160	1,983	,047
Reward ← nurse performance	,665	,122	5,433	***

Based on the results of Amos calculations in Table 1, the P value related to the effects of competence on reward, training on reward and competence on performance, training on performance, and reward on the performance of nurses in providing nursing care services is <0.05 . This indicates a positive and significant effect (see Table II).

Table 2. Results of the Z sobel calculation

Variable	Z Sobel	Information
Competence → Reward → Nurses' Performance	2,11	Z Sobel > 1,96 (Significant indirect effect)
Education and Training → reward → Nurses' performance	2,82	Z Sobel > 1,96 (Significant indirect effect)

The Sobel test also conducted to test the significance of the indirect effect of employee loyalty. Based on table 2, it is presented that the indirect effect of employee loyalty is significant, where the Z value of sobel > 1.96 is obtained. Therefore, it can be concluded that training and competence affect employee performance with the mediation of reward.

A. The Correlation of Education and Training, Competence Improvement and Rewards on Nurse Performance at Bunda Margonda Hospital, Depok during the Covid-19 Pandemic

From this study, it was found that there was a positive and significant effect of education and training and competence on performance in providing nursing care mediated by reward. This finding was evidenced by the chi square results of 0,000 and the Z value of sobel > 1.96 (the first hypothesis is accepted). Employees who have a sincere attitude at work create high commitment to them so that it affects their strong loyalty. Based on the research findings, it is also known that employees of Bunda Margonda Hospital, Depok, through the application of a strong organizational culture and strong employee attachment to their work will contribute to increased employee loyalty which in turn will also have an impact on improving their performance. This is the same as stated in the results of previous research is states

that organizational culture and leadership styles influence and maintain employee engagement as an intermediary factor for employee loyalty, which in turn has an impact on employee performance.

B. Correlation of Training and Nurses' Work Performance

Training had a positive and significant effect on employee performance, as evidenced by the value of $P = 0.047$, where the significance was <0.05 (the second hypothesis is accepted).

This finding can be explained that the better the implementation, management and materials used in improving nursing care, the better the nurse's performance.

The impact of education and training on the performance of nurses is reflected by employees who often attend education and training will have positive thoughts and knowledge, attitudes and are skilled in carrying out tasks related to their work, characterized by enthusiasm, dedication and full attention to their work. The education and training will make workers more skilled and therefore more productive in carrying out their work. The results of this study are supported who found that there is a significant relationship between nurse performance and training. Furthermore, education and training show an improvement in competence and performance in organizations where employees work. On the other hand, there is no effect of education and training on nurse performance with a significant value obtained is 0.065 and P value is 0.05. This is due to the element of respondent's assessment where they state that they have never participated in nursing education and training, workshop, or seminars. In addition, they also do not get the opportunity to continue with higher education so that there is no improvement or improvement in their performance as nurses at work.

C. Correlation of Competence and Nurses' Work Performance

Organizational culture had a positive and significant effect on employee performance as evidenced by the value of $P = 0.050$ and a significance value <0.05 (the second hypothesis is accepted). The value of this effect implies that the better the nurse's competence, the better the performance will be. The impact of competence on the nurse's performance is reflected in the competence that refers to the knowledge, attitudes and skills possessed by the nurse. According to PPNI Indonesia, a person's ability to do a job is based on appropriate knowledge, skills and attitudes. PPNI Indonesia is stated that a person's ability to do a job is based on knowledge, skills and attitudes, in accordance with established work instructions. Here, it was found that there was a positive

influence of competence on the performance of nurses. This is indicated by a sign value of 0.001 which is more than a p value of 0.05, where competence which is influenced by attitudes, skills and knowledge will affect the performance of nurses. However, this study is not in line with the research of Fergi M. Mandagi, et al. which did not find a relationship between nurse competence and nurse performance. This finding is evidenced by a value of 0.409, which is greater than a P value of 0.05. In other words, nurse competence has no effect on nurse performance.

D. Correlation of Reward and Nurse Performance

Reward was found to have a positive and significant effect on performance. This is evidenced by the value of $P = ***$ where the significance is <0.05 (the fourth hypothesis is accepted). The existence of this influence can be explained that if the reward received by the nurse is getting better, then the resulting performance will be better.

The impact of reward on the performance of nurses is reflected in the presence of employees who receive good rewards. The reward includes work facilities so that it is hoped that the nurse will have awareness without having to be compelled to commit to carrying out her responsibilities and best efforts at work. A reward is a reward to employees as a form of reciprocation from the company for the performance provided by employees. Rewards provided by the organization are the right of every employee. If the nurse's performance in providing nursing care services is good, then the nurse will receive a good reward from the organization and vice versa. The results of this study are supported by research by Winda J Nangoi, et al. which states that giving a good reward will have a significant effect on employee performance. The chi square results in this study showed a p value of 0.034 or in other words, smaller than a p value of 0.05. This indicates a positive effect of rewarding on nurse performance. However, this study was found to be inconsistent with the results of research by Rini Sofyati which stated that there was no significant relationship between the rewards received by nurses and nurses' performance. This is indicated by the result of 0.165, which is greater than the P value of 0.05. This is caused by the lack of concern of the hospital in giving rewards to nurses.

E. Correlation of Training and Rewards

Training was found to have a positive and significant effect on the rewards received by nurses. This is evidenced by the value of $P = ***$ with a significance value <0.05 (the fifth hypothesis is accepted). This value can be explained that the better the management, implementation and materials in education and training, the better the nurse's performance assessment will be,

which in turn will have an effect on the better the rewards that the nurse will receive. The impact of training on the rewards received by nurses is reflected in a strong organizational culture that creates high motivation for nurses. Hospital policies in providing rewards in the form of remuneration and the hospital's efforts to improve the quality of nurses' work through good education and training will make nurses feel comfortable working in the hospital. This will further increase the rewards and enthusiasm of nurses in participating in education and training so that the nurses will work hard to produce the best performance. Thus, it is concluded that education and training can affect the rewards that nurses will receive given the similarities in values and understanding of behavior patterns within the company. The results of this study are supported by research conducted by Berlian Yulian which states that education and training have a positive effect on the rewards received by nurses. This finding is evidenced by the P value of 0.096. This value is smaller than 0.05, which indicates a significant relationship between education and training and the rewards received by nurses. Education and training programs in this case will affect the knowledge, insight, and skills of nurses which in turn will have a good impact on the work assessment of nurses, in line with the better rewards that will be received by the nurses.

F. Correlation of Competence and Reward

Competence based on the results of this study was found to have a positive and significant effect on the rewards received by nurses. This is evidenced by the value of $P = 0.036$ with a significance of <0.05 (the sixth hypothesis is accepted). The value of this influence implies that the better the competence of the nurse, the better the reward that will be received. The finding of the influence of nurse competence on reward is reflected in employees who have good knowledge, attitudes and skills. This will make the rewards they receive in the form of remuneration and other facilities will also be better. Here, a nurse will be more eager to improve the quality of nursing care if the rewards they receive can at least meet their basic needs. Rewards that are able to meet their needs will further encourage them to be more eager to maintain and improve their competence.

The results of this study are in line with research by Saodah Elentika Siahaan which states that nurses' work competence, especially in knowledge and skills, has a significant effect on the performance and compensation they will achieve. This shows a positive effect of competence on the rewards received by nurses. However, Andi Alfian's research was found to be inconsistent with the findings of this study. In his research, there was no significant influence between competence and reward received by nurses. This is evidenced by the large value of the direct effect ($-0.027 < -0.162$) which indicates that

the hypothesis in the study is rejected. This is due to the lack of training from the hospital, so that the improvement in the ability of the nurses does not increase. The lack of motivation of nurses in providing nursing care services is another cause of not accepting the hypothesis. This obstacle ultimately has an impact on the reduced achievement that nurses give to the hospital, so that there is no increase in the rewards received by nurses based on their competencies.

4. CONCLUSION

Referring to the results of this study obtained, it is concluded that training and competence have a positive and significant effect on nurse performance and reward as an intervening variable in the provision of nursing care. This, in turn, will be able to create professional nurse performance so that they will receive good rewards as their performance improvements. In the implementation of education and training, it is necessary to conduct internalization of the values that are used in the organization beforehand, namely by conducting training, recommendations for improving education for all nurses or providing workshops on nursing care and training in providing nursing care that can improve the performance of nurses, especially during the Covid-19 pandemic.

The importance of increasing the work competence of nurses needs to be given more attention considering this factor has a big role in improving the performance of nurses. Efforts that can be made to make this happen include meeting the aspects of the need for knowledge, attitudes and skills of nurses. Furthermore, namely by increasing and maintaining the competence of nurses through providing education and training for the development of nurses in providing nursing care to patients. In increasing the reward, it is necessary to pay attention to remuneration, which includes facilities, opportunities and income, which will have an effect on improving the performance of nurses in the organization. Efforts that can be made in this regard include improving remuneration through policies related to basic salaries that are in accordance with government standards and paying attention to opportunities and facilities that can improve the performance of the nurses themselves. Thus, the further research is expected to expand the study population by using different research methods. Besides, it can also add other variables that are not in this study.

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