

Efforts to Improve Hospital Employee Performance through Human Resource and Competency Development



Uun Dwi Untari¹, Nurul Qomariah², Ni Nyoman Putu Martini³

^{1,2,3} Universitas Muhammadiyah Jember

ABSTRACT: A government organization must be able to optimize existing human resources. The performance achievements of employees influence the good, bad, success and performance of the organization as a whole. The first aim of this research is to determine the impact of human resource development on the performance of hospital employees. The second objective is to determine the impact of employee competency on hospital employee performance. This research used a population of all government hospital administration employees in Jember Regency, totaling 123 employees. Saturated samples were applied in sampling so that the total sample was 123 respondents. This research requires primary data so it requires a questionnaire to obtain the data to be processed. So that the questionnaire created can be used, its level of validity and reliability needs to be tested. Because this research aims to determine the impact of the independent variable on the dependent variable, it is necessary to test the research hypothesis. The results of data processing show that human resource development can actually improve the performance of hospital employees in Jember Regency. It turns out that the competency variable also has a positive impact on employee performance at government hospitals in Jember Regency.

KEYWORDS: HR development; competency, employee performance; hospital.

INTRODUCTION

A government organization must be able to optimize existing human resources. Human Resources (HR) play a very important role in an organization. The success or failure of an organization in achieving its goals really depends on the ability of Human Resources (HR) in carrying out their duties. The performance achievements of employees influence the good, bad, success and performance of the organization as a whole. According to (Robbins & Coulter, 2012), performance is a work result achieved by employees in their work according to certain criteria that apply to a job. Maximum performance from an employee can be obtained if the organization is able to direct and develop the potential of its employees and can work optimally. According to (Sedarmayanti, 2019), performance is the result that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities in order to achieve the goals of the organization concerned in accordance with morals and ethics. According to (Mangkunegara, 2018), performance is the result of a person's work function or activities in an organization which is influenced by various factors to achieve organizational goals within a certain time period. Based on the definition of performance according to experts, it can be concluded that employee performance is influenced by several factors that can improve employee performance in achieving organizational goals. Several factors can improve employee performance, including human resource development and employee competency.

According to Qomariah (2020), human resource development is the process of preparing individuals to assume different or higher responsibilities within the organization, usually related to increasing intellectual abilities to carry out better work. Human resource development is very important in an agency or organization and is important for the agency's success in achieving the desired goals. The higher the quality of human resources the agency has, the higher and better the performance of the employees will be. Human resource development is very important in an agency or organization and is important for the agency's success in achieving the desired goals. The development of human resources influences the performance of employees in carrying out their duties. The higher the quality of human resources the agency has, the higher and better the performance of the employees will be. According to Qomariah (2020), human resource development is the process of preparing individuals to assume different or higher responsibilities within the organization, usually related to increasing intellectual abilities to carry out better work. According to Krismiyati (2017), human resource development is a set of activities carried out systematically and planned which are

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consciously designed to provide facilities to employees in an agency with the skills needed to meet job demands, both now and in the future. . Human resource development is the process of preparing individuals to assume higher responsibilities related to increasing intellectual abilities to carry out human resource work leading to learning opportunities designed to help workers, which are related to their development. According to Sabrina (2021), development of the second operational function of personnel management, both for new/old employees, must be carried out with full consideration and continuity. Development must also be carefully organized based on scientific methods, based on skills needs for both the present and the future. Based on previous research (Reni, 2019), (Panjaitan, 2017), (Wibowo, 2021), (Yusran & Sodik, 2018), (Ivana & Marzuki, 2023), (Saputra et al., 2020), (Nuriyah et al. , 2022), (Panjaitan, 2017) shows that there is an influence of HR development on performance.

According to Qomariah (2020), competency is a skill possessed by each individual in carrying out a task or job in a certain field, according to the position they have been given. Competency has an impact on employee performance, meaning that employees who have good competence or ability to carry out all work tasks given by the leadership will automatically make it easier for all parties to produce increasingly optimal performance. Competence is a deep and inherent part of a person's personality with behavior that can be predicted in various situations and work tasks. Competency is the ability to carry out activities in work or expected standard work functions. While performance is the level of achievement of the results of carrying out certain tasks, performance can also be seen as a process of how work takes place to achieve work results. According to Qomariah (2020) competency is a skill possessed by each individual in carrying out a task or job in a certain field, according to the position they have been given. According to Rahadi et al (2021) competency is the knowledge, skills, abilities and behavior that an employee applies in carrying out their work and which is the key for employees to achieve results that are relevant to the organization's business strategy. (Wibowo, 2016) states that competency is the ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. In previous research, Susanti (2023) and Putri et al (2020), (Thahir, 2020), (Hasibuan & Afrizal, 2019), (Kotamena et al., 2020), (Abusama et al., 2017), (Renyut et al. al., 2017), (Arifin, 2015), (Basriani, 2016), (Raffie et al., 2018), (Setiawati, 2017), (Indiyaningsih et al., 2020), (Adam & Kamase, 2019; Amdani et al., 2019; Bahri et al., 2018; Mustikawati & Qomariah, 2020; ; Rande, 2016; Wasiman, 2020; Widyanto & Mersa, 2018; Wongso et al., 2020; Meanwhile, research (Chandra et al., 2020), (Utomo et al., 2019) states that competence has no impact on performance.

Dr. Hospital Soebandi is a Class B Regional Hospital which has a Vision, Mission, Strategic Goals, motto and basic hospital values. To realize the goals of the Hospital and carry out its duties and functions, RSD dr. Soebandi has human resources with the positions of Medical Personnel, Clinical Psychological Personnel, Nursing Personnel, Midwifery Personnel, Pharmaceutical Personnel, Public Health Personnel, Environmental Health Personnel, Nutritional Personnel, Physical Therapy Personnel, Medical Technical Personnel, Biomedical Engineering Personnel, Structural, Non-technical Personnel. Health. In addition to Health Workers, non-Health Workers (Administrative Employees). Based on performance theory and empirical data referred to in this research, the research object chosen was the admissions officer at RSD Dr. Soebandi Jember. Administrative employees who are ASN and non-ASN employees have their performance assessed based on PP Number 30 of 2019 concerning Civil Servant Performance Assessment. The performance assessment consists of employee performance targets and work behavior. Work behavior includes service orientation, commitment, work initiative, cooperation and leadership. Performance Assessment with a weight of 60% of the SKP value and 40% of the Work Behavior value. The term for the Employee Job Evaluation Predicate is 110-120 and having new ideas is very good, 90-120 is good, 70-89 is sufficient, 50 – 69 is poor, < 50 is very poor. The results of the performance assessment show that the average employee performance score from 2021 to 2023 is in the good category, however, the average employee performance score has decreased. The phenomenon that exists, even though the predicate is good, is that there is a declining performance assessment and there has been no improvement in the performance of administrative employees to become very good so that they can create new ideas and/or new ways of improving performance that provide benefits to the organization.

Based on previous research, there are results that are inconsistent with theory, namely the influence of competency on employee performance, therefore it is important that this research was carried out with the aim of finding out the impact of human resource development and competency on employee performance at government hospitals in Jember Regency.

LITERATURE REVIEW

HR Development

According to Qomariah (2020), human resource development is the process of preparing individuals to assume different or higher responsibilities within the organization, usually related to increasing intellectual abilities to carry out better work. According to Krismiyati (2017), human resource development is a set of activities carried out systematically and planned which

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are consciously designed to provide facilities to employees in an agency with the skills needed to meet job demands, both now and in the future.

Employee Competency

According to Qomariah (2020) competency is a skill possessed by each individual in carrying out a task or job in a certain field, according to the position they have been given. According to Rahadi et al (2021) competency is the knowledge, skills, abilities and behavior that an employee applies in carrying out their work and which is the key for employees to achieve results that are relevant to the organization's business strategy. (Wibowo, 2016) states that competency is the ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job.

Employee Performance

According to (Robbins & Coulter, 2012), performance is a work result achieved by employees in their work according to certain criteria that apply to a job. Maximum performance from an employee can be obtained if the organization is able to direct and develop the potential of its employees and can work optimally. According to (Sedarmayanti, 2019), performance is the result that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities in order to achieve the goals of the organization concerned in accordance with morals and ethics. According to (Mangkunegara, 2018), performance is the result of a person's work function or activities in an organization which is influenced by various factors to achieve organizational goals within a certain time period.

METHODS

This research design is included in causality research. Causality research is research that aims to find explanations in the cause-and-effect relationships between several variables (Ferdinand, 2015). This research aims to determine the effect of human resource development and competency on employee performance. The population in this research is the administrative employees of Dr Soebandi Hospital. Totaling 123 employees. In taking samples, the saturated sample method/Census method is used, namely a technique for determining samples with all members of the population selected as samples (Sugiyono, 2019). The reason for using this method is because of the number of administrative employees at RSD Dr Soebandi. Totaling 123 employees. This research requires primary data so it requires a questionnaire to obtain the data to be processed. So that the questionnaire created can be used, its level of validity and reliability needs to be tested. Because this research aims to determine the impact of the independent variable on the dependent variable, it is necessary to test the research hypothesis.

RESULTS

Validity Test Results

Measuring tools in the form of questionnaires must be tested so that the research carried out has a strong and measurable impact. An indicator that a measuring instrument has high validity is by looking at the factor loading value. The required loading factor value is 0.7. To see the validity values in this research, they are presented in Table 1.

Table 1. Validity Test Results

Variable	Indicator	Value Validity
HR Development (X1)	X1.1	0.772
	X1.2	0.700
	X1.3	0.772
Competence (X2)	X2.1	0.758
	X2.2	0.710
	X2.3	0.707
	X2.4	0.768
	X2.5	0.746
Employee Performance (Y)	Y.1.1	0.757
	Y1.2	0.765
	Y1.3	0.776
	Y1.4	0.779
	Y1.5	0.734

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Based on the data presented in Table 1, it can be concluded that the values of all loading factors for indicators of all variables (HR development, employee competency and employee performance) have values above 0.7. So it can be concluded that all indicators in this research are declared valid.

Reliability Test Results

Construct reliability testing is usually done by looking at the Cronbach's alpha value. The Cronbach's alpha value indicator is usually above 0.6. In this research, the results of the data reliability test are presented in Table 2.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha Value	Resultas
HR Development (X1)	0.787	Reliable
Competence (X2)	0.731	Reliable
Employee Performance (Y)	0.764	Reliable

The results of the data reliability test are presented in Table 2, it can be seen that all the variables in this research, namely human resource development, employee competency, and employee performance have Cronbach's alpha values above 0.6. So it can be concluded that in this research model each research construct has very reliable criteria.

Direct Effect Test Results

The influence of the independent variable (HR development and competency) on the dependent variable (employee performance) will be tested using research hypothesis testing. The results of direct influence testing are presented in Table 3.

Table 3. Direct Effect Test Results

Relationship Between Variables	Variable Coefficient	P-values	Results
HR Development → Employee Performance	0.171	0.025	Significant
Competence → Employee Performance	0.334	0.001	Significant

DISCUSSION

The Influence of Human Resource Development on Employee Performance

Based on the calculation results, it is known that the coefficient value of the HR development variable is 0.171 with a p value of 0.025. Results like these provide the conclusion that human resource development has an influence on the performance of government hospital employees in Jember. Thus the first hypothesis is also accepted. According to Qomariah (2020) human resource development is the process of preparing individuals to assume different or higher responsibilities within the organization, usually related to increasing intellectual abilities to carry out better work. Human resource development is very important in an agency or organization and is important for the agency's success in achieving the desired goals. The higher the quality of human resources the agency has, the higher and better the performance of the employees will be. The results of this research are in line with previous research conducted by (Fitriyah, 2023) (Kesuma et al 2021), (Reni, 2019), (Panjaitan, 2017), (Wibowo, 2021), (Yusran & Sodik, 2018), which stated that Human resource development has a positive and significant effect on employee performance.

The Influence of Competency on Employee Performance

Based on the statistical calculations that have been carried out, it can be seen that the regression coefficient of the competency variable is 0.334 with a p value of 0.001. These results indicate that the competencies possessed by hospital employees have an impact on employee performance. Therefore, the second hypothesis is accepted and the null hypothesis is rejected. This is due to the existence of competency aspects related to employee performance at RSD dr. Soebandi, Jember Regency. According to Qomariah (2020) competency is a skill possessed by each individual in carrying out a task or job in a certain field, according to the position they have been given. Competency has an impact on employee performance, meaning that employees who have good competence or ability to carry out all work tasks given by the leadership will automatically make it easier for all parties to produce increasingly optimal performance. The results of this research are in line with previous research conducted by research (Kahphi, et al 2017), (Nurhayati, 2019) (Wahyuni, 2022), (Didik Haryanto, 2021), (Adam & Kamase, 2019; Amdani et al., 2019 ; Bahri et al., 2018; Mustikawati & Qomariah, 2020; Wasiman, 2020; Widyanto & Mersa, 2018; Wongso et al., 2020; et al., 2017), (Parashakti et al., 2020), (Alhasani et al., 2021), (Basalamah, 2017), (Hastuti, 2019), (Luthfi et al., 2021), (Fajduani et al., 2021), (Novita & Yulianti, 2020), (Arif et al., 2021), (Permanasari et al., 2014), (Pujiarti, 2019), (Achmad, 2016),

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(Rantesalu et al., 2017), (Rina & Perdana, 2017), (Friolina et al., 2017), which states that competence has a positive and significant effect on employee performance.

CONCLUSIONS, SUGGESTIONS AND IMPLICATIONS

After carrying out statistical calculations and processing the data, the conclusion that can be conveyed from the research results with this hospital object is that firstly, human resource development has a positive impact on employee performance. The second conclusion is that the competency of government hospital employees in Jember Regency provides positive results because it influences employee performance. Suggestions that can be given to government-owned hospitals operating in Jember Regency are that HR development must be carried out considering that this variable can improve employee performance. Employee competency also needs to continue to be improved because it also contributes to employee performance. The practical implication of the results of this research is the discovery that human resource development and employee competency have an impact on employee performance.

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