

The Effect of Knowledge, Competence and Motivation on Job Satisfaction and Performance of Health Workers at the Labuha Regional General Hospital, South Halmahera

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ABSTRACT

This research aims to analyze the effect of knowledge, competence and motivation on job satisfaction of health workers; (2) analyze and explain the effect of knowledge, competence and motivation on job satisfaction and performance of health workers. The objects of this research are health workers who work at the Labuha Regional General Hospital, South Halmahera Regency. The sample of this study was 193 workers from a total population of 373 health workers. The research started from September to December 2021. The data were analyzed using the Structural Equation Modeling (SEM) program. The results showed that knowledge and significant influence on job satisfaction, competence and significant effect on job satisfaction, motivation but not significant effect on job satisfaction, knowledge is influential but not significant on performance, competence, motivation and job satisfaction and significant effect on the performance of health workers. Knowledge through job satisfaction has an effect but is not significant on performance, competence and motivation through job satisfaction have an effect and are signed on the performance of health workers.

KEYWORDS: Knowledge, Competence, Motivation, Job Satisfaction and Performance

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I. INTRODUCTION

A hospital is a public service with characteristics that are influenced by the development of health science, technological progress, and the socio-economic life of the community which must continue to be able to improve services that are more qualified and affordable for the community to realize the highest degree of public health. No. 44,2019).^[1]

The Regional General Hospital (RSUD) Labuha is one of the hospitals owned by the local government serving the public with a population of 251,299. South Halmahera Regency is one of the regencies in North Maluku Province with the district capital located in Labuha City. The land area of the South Halmahera Regency is 8,779.32 km² or about 22 per cent of the total area of 40,363.72 km². South Halmahera Regency is located in the eastern part of Indonesia and consists of 6 large islands with a total of 30 sub-districts and a total of 249 villages spread from large islands and small islands. (Halsel in numbers, 2020).

Labuha Regional General Hospital is one of the hospitals in South Halmahera Regency which is located in the capital city of South Halmahera Regency. Based on data from the Ministry of Health of the Republic of Indonesia, the Labuha Regional General Hospital, South Halmahera Regency is a type C hospital with a total of 457 employees. Employees of the Labuha general hospital are divided into several qualifications, including medical personnel, nursing paramedics, non-treatment paramedics and non-medical staff. Based on the Minimum Service Standards, the services of the South Halmahera District General Hospital are services that include medical services, medical support services, care services, prevention and health promotion, education and training. Minimum service standards are guidelines for hospitals in carrying out planning, implementation, control, supervision and accountability for the implementation of hospital minimum standards. (Minimum et al, 2016).

According to the regent's regulation, the main task of the Labuha Regional General Hospital, South Halmahera Regency is to carry out health services by prioritizing healing activities for people with physical and mental disabilities which are carried out in an integrated manner with health promotion, prevention, referral efforts, education and training. The types of services at the Labuha Regional General Hospital, South Halmahera Regency include:

1. Emergency Services
2. Outpatient Services
3. Inpatient Services

4. Operating Room Services
5. Childbirth and Perinatology Services
6. Intensive Services
7. Radiology Services
8. Laboratory Services
9. Physiotherapy services
10. Pharmaceutical Services
11. Nutrition Services
12. Medical Record Services
13. JAMKESMAS/JAMKESDA services
14. Hospital Waste Management Services
15. Administration and Management Services
16. Ambulance / Corpse Train Services
17. Service for the Maintenance of the Body
18. Laundry Service
19. Infection Control (a nosocomial infection prevention and control team was formed).

Health workers as it is known are one of the parties that play a role in improving healthy behaviour for vulnerable populations and often get injustice in the health sector.^[2] Problems that often occur in health workers, one of which is that the knowledge of health workers is still minimal, especially knowledge about job specifications. Labuha Hospital is the first hospital in the province of North Maluku to apply the financial management pattern of the Regional Public Service Agency (BLUD) which is required to improve the performance of officers in carrying out their duties and responsibilities oriented towards maximum service to patients. Hospital health workers are oriented to patient satisfaction with fast, precise and smiling service. The quality of hospital services can be seen in the performance of health workers who provide services in hospitals.

The health service coverage area consists of 30 sub-districts and 249 villages, the high number of patient visits and the presence of health workers are not proportional to the volume of work which will have implications for the declining performance of health workers. Good performance is certainly hoped for all parties, including the leadership of institutions or hospitals, but the amount of honorarium received by health workers is also one that can affect the performance of health workers.

Employee performance is a function of the interaction between ability and motivation. The success or failure of employee performance in each organization will be influenced by the level of employee performance individually or in groups.^[3] Performance is often thought of as the achievement of tasks whereas the term task itself comes from the idea of activities required by workers. Performance is the result of work related to organizational goals such as quality, efficiency and other effectiveness criteria.^[4] indicators to measure performance are quantity, quality, timeliness, and ability to cooperate.^[5] performance is a measurement of the expected work results in the form of something optimal. There are five performance indicators to measure employees individually, among others: quality, quantity, timeliness, effectiveness and independence.^[6]

The quality of the work of health workers can be seen in the ability of health workers to achieve the work standards set by the hospital. The work standards of health workers are regulated by the hospital's minimum service standards based on the type of service and where the health workers are placed.^[7] The quantity of work of health workers is the ability of health workers to complete their duties and responsibilities following the stipulated time.^[8] Work efficiency is the achievement of predetermined work standards with the use of lower costs. While effectiveness is the achievement of work standards that have been set by the hospital following the predetermined cost allocation.^[9]

Knowledge of health workers is an important factor in carrying out their duties and affects the quality of their work, the level of education has a major role in determining the knowledge of health workers, the higher the education level of health workers, the better the knowledge they have. Knowledge can be obtained in two ways, namely through formal and non-formal education.

The phenomenon of the knowledge variable in this study is that. The knowledge variable referred to here is knowledge about the work of health workers. The work of health workers cannot fully rely on formal knowledge that has been obtained in lectures because educational specifications cannot fully be used as a benchmark in choosing a job so knowledge about work focuses more on the competence of health workers which can manifest into skills. Non-formal knowledge plays a very important role or is very important to support the creation of knowledge about the work of the workforce itself. Non-formal knowledge related to their duties and responsibilities should be given to all health workers following their job specifications to support them in carrying out their duties and responsibilities, but the facts on the ground show that the implementation of capacity-building activities for health workers has not fully involved health workers or only represented them.

Non-formal knowledge is a very important human resource capacity development program (Health Personnel). To avoid the occurrence of errors in carrying out their duties. Over time, new health problems will emerge that were never predicted before. Examples are cases of HIV/AIDS, endemic malaria and now even the covid-19 pandemic. To avoid errors in the handling of each type of disease requires sufficient knowledge related to the management of disease management as we know that other diseases have other ways of handling them.

II. RESEARCH METHOD

This research is quantitative by using descriptive statistical analysis to describe or provide an overview of the object to be studied through sample or population data.

The research location is the Labuha Regional General Hospital, South Halmahera Regency. The Labuha Regional General Hospital, South Halmahera Regency is the first local government hospital in North Maluku to implement the financial management pattern of the Regional Public Service Agency (BLUD). BLUD implementation patterns include (1). Improving service quality (2). Hospital leadership and staff must have an entrepreneurial spirit. Thus, all available resources within the hospital must be optimal to improve hospital performance, namely financial performance, and service performance that is guided by productivity, effectiveness, efficiency, transparency and accountability. (3). Changes in mindset (*mindset*) of all Labuha Hospital employees oriented to patient service satisfaction.

Data collection was carried out with two types and sources of data, namely secondary data obtained through the Labuha Regional General Hospital, South Halmahera Regency, primary data was carried out by taking data using instruments in several service units at the Labuha Regional General Hospital, South Halmahera Regency.

The population is a generalization area consisting of objects/subjects which are percentages and certain characteristics determined by the researcher to be studied and then drawn conclusions. (Sugiyono 2018). The population groups and sample members based on the Information on Health Human Resources at the Labuha Hospital, South Halmahera Regency are as follows:

Table 1. List of Medical Personnel and Medical Officers at the Labuha Regional General Hospital, South Halmahera Regency

No.	Type of Personnel	PNS	PTT	Total
1.	Medical Personnel	8	27	35
2.	Nursing Paramedic	89	147	236
3.	Non-Nursing Paramedic	38	64	102
	Total Health Workers	135	238	373

Source: Primary Data of RSUD Labuha, South Halmahera Regency

The sample is part of the number and characteristics possessed by the population. Sampling was carried out using the Slovin formula using the Incidental Sampling method. Incidental Sampling is a sampling technique based on chance, that is, anyone who coincidentally/incidentally meets a researcher can be used as a sample if it is deemed that the person who happened to be met is suitable as a data source. Sugiyono, (2018). This study will look at the effect of knowledge, competence and motivation through the variable job satisfaction on the performance of health workers, so the sample in this study is health workers who are spread across the service units of the Labuha Regional General Hospital, South Halmahera Regency. Based on HRK data at the Labuha Regional General Hospital, the number of Health HR by profession can be seen in table 6 above.

III. RESULTS

The empirical model proposed in this study was tested on the hypothesis by testing the path coefficient on the structural equation model. Table 20 is a description of hypothesis testing by looking at the P value, if the p-value is less than 0.05 then the relationship between the variables is significant. In addition, it can also explain the direct *effect and indirect effect*. The following can be seen from the results of testing the research hypothesis:

Table 2. Hypothesis Testing Results of Direct and Indirect Relationships between Endogenous and Exogenous Variables

Endogenous	Variable Exogen Variable	Direct Effect			
		Standardize	CR	P-value	Description
Job Satisfaction (Y)	Knowledge (X1)	0.680	7,493	0.000	Significant
Job Satisfaction (Y)	Competence (X2)	0.283	2.512	0.012	Significant
Job Satisfaction (Y)	Motivation (X3)	0.038	0.309	0.757	Not Significant
Performance (Z)	Knowledge (X1)	-0.165	-1.351	0.177	Not Significant
Performance (Z)	Competence (X2)	0.294	2.645	0.008	Significant
Performance (Z)	Motivation (X3)	0.256	2.676	0.007	Significant
Performance (Z)	Job Satisfaction (Y)	0.620	4.169	0.000	Significant

Variable Endogenous	Variable Exogen	Variable Intervening	Indirect Effect	
			Performance	Standardize
(Z)	Knowledge (X1)	Job Satisfaction (Y)	0.422	Not Significant
Performance (Z)	Competence (X2)	Job Satisfaction (Y)	0.175	Significant
Performance (Z)	Motivation (X3)	Job Satisfaction (Y)	0.024	Significant

Source: Primary Data Processed in 2022

The entire model consists of seven direct paths and three hypothesized indirect paths, there are seven significant hypotheses and three hypotheses. g is not significant. The results of testing this hypothesis can be interpreted as follows:

1. Knowledge directly and significantly affects job satisfaction with a value of $p = 0.000 < 0.05$ and a critical ratio value of 7493 and a standardized value of 0.680, meaning that the knowledge possessed by health workers is good and correlated in showing good job satisfaction. Statistically, the application indicator on the knowledge variable is the highest score, so this means that the knowledge possessed by health workers must be applied in real and real form.
2. Competence directly has a significant effect on job satisfaction with a value of $p = 0.012 < 0.05$ and a critical ratio value of 2.512 and a standardized value of 0.283, meaning that the competencies possessed by health workers are good and correlated in showing good job satisfaction. The competence of health workers is an indispensable variable in every type of work. Competence in the form of skills is one of the most supportive indicators of health workers in helping to complete work according to their expertise.
3. Motivation has a direct but significant effect on job satisfaction with a value of $p = 0.757 > 0.05$ and a critical ratio value of 0.309 and a standardized value of 0.038, meaning that the motivation possessed by health workers is still low in showing good job satisfaction. The social needs indicator of each health worker is the indicator most needed by health workers based on the assessment score on the frequency distribution.
4. Knowledge has a direct but not significant effect on the performance of health workers with a value of $p = 0.177 > 0.05$ and a critical ratio value of -1.351 and a standardized value of -0.165, meaning that the knowledge possessed by health workers is still low in showing good performance. If it is connected with the answer scores of respondents who on average agree and strongly agree with the knowledge possessed by health workers where the application indicator is the highest score, this means that the knowledge possessed by health workers must be applied in real and tangible form in carrying out their duties and responsibilities. he answered. This means that the knowledge variable is a variable that is needed to support the work of health workers but the knowledge variable is not one of the variables that determine the realization of good performance for health workers.

5. Competence directly has a significant effect on performance with a p-value = 0.008 < 0.05 and a *critical ratio* value of 2.645 and a *standardized* 0.294, meaning that the competencies possessed by health workers are good and correlated in showing good performance. Based on the respondent's answer score with the highest score is the skill variable which means that competence in the form of skills consisting of skills/skills in doing something well is needed in completing work so that the skills of health workers must be improved through capacity building of health workers such as short training or online training. *The job training* is related to the type of work of the health worker.
6. Motivation directly has a significant effect on performance with a p-value = 0.007 < 0.05 and a *critical ratio* value of 2.676 and a *standardized* value of 0.256, meaning that the motivation possessed by health workers is good and correlated to showing good performance. The results of the calculation of the highest average score are on the indicator of the social need, meaning that the indicator of the social need is an indicator that plays a very important role in supporting the motivational variable to achieve good performance.
7. Job satisfaction has a direct and significant effect on performance with a p-value = 0.000 and a *critical ratio* value of 4.169, and a *standardized* value of 0.620, meaning that the job satisfaction of health workers is good and correlated in showing good performance. The result of the calculation of the highest average score on the job satisfaction variable that support the job satisfaction variable is an indicator of the type of work which means that the job satisfaction of health workers in terms of the type of work must love and be responsible for the type of work and make their work comfortable in their work. the type of work.
8. Knowledge through job satisfaction has an effect but is not significant on the performance of health workers with a *standardized* value of 0.422, meaning that the knowledge variable through job satisfaction possessed by health workers is still low in supporting good performance. The results of this test mean that job satisfaction cannot mediate knowledge in realizing good performance for health workers at Labuha Hospital, South Halmahera Regency.
9. Competence through job satisfaction has a significant effect on performance with a *standardized* value of 0.175, meaning that competence through job satisfaction possessed by health workers is good and correlated in showing good performance. Competence is different from knowledge, competence is defined as the ability in the form of skills or skills possessed by health workers in carrying out their duties and responsibilities.

IV. Discussion

1. The Effect of Knowledge on Job Satisfaction of Health Workers.

The results showed that knowledge had a significant effect on the job satisfaction of health workers. The knowledge observed in this study contained five statements from a valid and reliable questionnaire following the number of indicators that became a tool to measure the effect of knowledge on the job satisfaction of health workers. The five indicators are Know, Understand, Analysis, Application, and Evaluation which are shown and have an influence on the job satisfaction of health workers at Labuha Hospital, South Halmahera Regency. The facts from the results of research in the field show that health workers in increasing their knowledge always try to increase their capacity by participating in several short pieces of training independently and training facilitated by hospitals and professional organizations.

2. The Effect of Competence on Job Satisfaction of Health Workers.

The results showed that competence had a significant effect on the job satisfaction of health workers. The competencies observed in this study contained six statements from a valid and reliable questionnaire following the number of indicators that became a tool to measure the influence of competence on the job satisfaction of health workers. The six indicators are skills, knowledge, social roles, self-image, traits and motives that are shown and have an influence on the job satisfaction of health workers at Labuha Hospital, South Halmahera Regency. Facts in the field from the results of this study indicate that health workers in improving their competence always try to use their abilities which are intended to create a performance at work. The form of competence carried out is in the form of skills, knowledge, social roles, self-image, traits and motives that affect the performance of health workers.

3. The Effect of Motivation on Job Satisfaction of Health Workers.

The results showed that motivation had an effect but was not significant on job satisfaction. This indicates that motivation is not one of the determining variables in showing the job satisfaction of health workers. The motivation observed in this study contained five questions from a valid and reliable questionnaire. The five questions include physiological needs, safety needs, social needs, esteem needs and self-actualization that affect the performance of health workers.

4. The Effect of Knowledge on the Performance of Health Workers

The results showed that knowledge had an effect but did not significant on the performance of health workers. The knowledge observed in this study contained five statements from a valid and reliable questionnaire following the number of indicators that became a tool to measure the effect of knowledge on the performance of health workers. The five indicators are Know, Understand, Analysis, Application, and Evaluation which are shown and have an influence on the performance of health workers at Labuha Hospital, South Halmahera Regency. The facts from the results of research in the field show that health workers in increasing their knowledge always try to increase their capacity by participating in several short pieces of training independently and training facilitated by hospitals and professional organizations. This description can show that health workers increase their knowledge based on the level of knowledge such as Know, Understand, Analysis, Application and Evaluation which can affect performance.

5. The Effect of Competence on the Performance of Health Workers

The results showed that competence had a significant effect on the performance of health workers. The competencies observed in this study contained six statements from a valid and reliable questionnaire following the number of indicators that became a tool to measure the influence of competence on the performance of health workers. The six indicators are skills, knowledge, social roles, self-image, traits and motives that are shown and have an influence on the performance of health workers at Labuha Hospital, South Halmahera Regency. Facts in the field from the results of this study indicate that health workers in improving their competence always try to use their abilities which are intended to create a performance at work. The form of competence carried out is in the form of skills, knowledge, social roles, self-image, traits and motives that affect the performance of health workers. Furthermore, each indicator is described based on valid and reliable statement items that are observed, it can be seen that every health worker in improving his competence always shows personality abilities in carrying out his duties in the hospital.

6. The Effect of Motivation on the Performance of Health Workers

The results showed that motivation had a significant effect on the performance of health workers. The motivation observed in this study contained five questions from a valid and reliable questionnaire. The five questions include physiological needs, security needs, social needs, esteem needs and self-actualization that affect the performance of health workers. The results of this study indicate that health workers in increasing their motivation always try to meet their needs in carrying out their duties according to work standards in the hospital. The form of motivation of health workers in the form of physiological needs, a sense of security, social, appreciation and self-actualization affect the performance of health workers.

7. The Effect of Job Satisfaction on the Performance of Health Workers.

The results showed that job satisfaction has a significant effect on the performance of health workers. Job satisfaction observed from this study contained seven valid and reliable statements consisting of the type of work, salary/wages, promotion/career, supervision, co-workers and fairness and work outcomes that affect the performance of health workers. Facts in the field based on research results that health workers in carrying out their duties job satisfaction from the results of their work in the form of job satisfaction which can have an effect or impact on the work they do. Based on the statement items on the questionnaire that are valid and reliable, health workers love and are responsible for their work from every type of work given to them.

8. The Effect of Knowledge Through Job Satisfaction on the Performance of Health Workers.

Knowledge through job satisfaction has an effect but is not significant on the performance of health workers. Knowledge indicators consisting of know, understanding, application, analysis, and evaluation do not meet the criteria that can support the influence of knowledge on performance. This means that the knowledge variable cannot be mediated by job satisfaction to show good performance.

9. The Effect of Competence through Job Satisfaction on the Performance of Health Workers.

Competence through job satisfaction has a significant and significant effect on the performance of health workers. This means that the job satisfaction variable based on the influence of competence becomes a mediation that contributes to the increase in the performance of health workers at Labuha Hospital, South Halmahera Regency. For more details can be described the indirect effect of competence through job satisfaction on the performance of health workers. Competency indicators consisting of skills, knowledge, social roles, self-image, traits and motives together affect the job satisfaction of health workers in carrying out their duties in hospitals.

10. The Influence of Motivation Through Job Satisfaction on the Performance of Health Workers

Motivation indicators consist of physiological needs, security needs, social needs, the need for esteem and self-actualization which together influence motivation through job satisfaction on performance indirectly giving a positive and significant influence on performance. This shows that the variable job satisfaction based on the influence of motivation becomes a mediation that contributes to improving the performance of health workers in Labuha Hospital. For more details, it can be described the indirect effect of motivation through job satisfaction

on performance based on each variable indicator observed in the job satisfaction of health workers in carrying out their duties at Labuha Hospital.

V. Conclusion

1. Knowledge has a significant and significant effect on the job satisfaction of health workers at Labuha Hospital, South Halmahera Regency.
2. Competence has a significant and significant effect on job satisfaction through skills, knowledge, social roles, self-image, traits and motives that are shown and have an influence on job satisfaction of health workers at Labuha Hospital, South Halmahera Regency.
3. Motivation has an effect but is not significant on job satisfaction. This indicates that motivation is not a decisive variable in showing the job satisfaction of health workers.
4. Knowledge has an effect but is not significant on the performance of health workers. The knowledge observed in this study contained five statements from a valid and reliable questionnaire following the number of indicators that became a tool to measure the effect of knowledge on the performance of health workers.
5. Competence has an effect and is significant on the performance of health workers in improving their competence, always trying to use their abilities aimed at creating performance at work.
6. Motivation is influential and significant to the performance of health workers, in increasing their motivation, always trying to meet their needs in carrying out their duties according to work standards in hospitals.
7. Job satisfaction has a significant and significant effect on the performance of health workers. Job satisfaction observed from this study contained seven valid and reliable statements consisting of the type of work, salary/wages, promotion/career, supervision, co-workers and fairness and work outcomes that affect the performance of health workers.
8. Knowledge through job satisfaction has an effect but is not significant on the performance of health workers. Knowledge indicators consisting of *know*, understanding, application, analysis, and evaluation cannot provide values and criteria that can support the effect of knowledge on job satisfaction.
9. Competence through job satisfaction has a significant and significant effect on the performance of health workers
10. Motivation through job satisfaction has a significant and significant effect on performance. Ini menunjukkan bahwa variabel kepuasan kerja berdasarkan pengaruh motivasi menjadi mediasi yang memberikan kontribusi terhadap peningkatan kinerja tenaga kesehatan di RSUD Labuha

VI. Suggestion

1. The knowledge possessed by health workers needs to be further improved by participating in capacity-building training both in general and specifically related to their capacity and main functions.
2. The competence of health workers at Labuha Hospital needs to be maintained by involving all health workers in every capacity-building activity.
3. Motivation has an effect but is not significant on job satisfaction.
4. Knowledge has an effect but is not significant on the performance of health workers.
5. The competence of health workers at Labuha Hospital needs to be maintained by involving all health workers in every capacity-building activity to increase skills, knowledge, social roles, self-image, traits, and motives to support the realization of better performance
6. Motivation is an impulse from within the individual to meet needs such as physiological, safety needs, social needs, esteem needs, and self-actualization.
7. Job satisfaction of health workers strongly supports the realization of good performance, the role of knowledge and competence is very meaningful in creating job satisfaction of health workers so these three variables must be the main pillars in creating job satisfaction for health workers in Labuha Hospital, South Halmahera Regency.
8. Knowledge through job satisfaction has an effect but is not significant on performance, this means that knowledge is not one of the variables that support the creation of better performance.
9. Competence through job satisfaction which has a significant and influential effect on the performance of health workers is expected to be a mediation that contributes to increasing the performance of health workers in Labuha Hospital, South Halmahera Regency.
10. Motivation through job satisfaction that has a significant and significant impact on performance is expected to be a mediation that contributes to improving the performance of health workers at Labu Hospital

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