



The Role Of Human Resource Management in Improving the Health Performance at the Malahayati Islamic Hospital Medan In 2024

Cahya Aisyah Daulay

Health Administration Study Program, Sekolah Tinggi

Ilmu Kesehatan Malahayati Medan

*Email : aisyahdaulay19@gmail.com

Abstract. Human resource management that has been applied in the management of the Islamic Malahayati Hospital is very good so that the Islamic Malahayati Hospital gets a different assessment compared to other hospitals in Medan which implemented the integrated ISO 9001:2008 management system. This study aims to determine how the existing resource management in the Islamic Malahayati Hospital. This type of research is a quantitative study with a cross-sectional study approach. The population in this study were all nurses at Islamic Malahayati Hospital as many as 190 civil servant nurses with a sample of 129 people. The sampling technique in this study used proportional random sampling. Data analysis was performed by univariate, bivariate with chi-square test and multivariate analysis with logistic regression. There is a relationship between recruitment and selection (p -value = 0.000), training and promotion (p -value 0.000), job appraisal, and salary management (p values = 0.000), with the performance of nurses at the Islamic Malahayati Hospital. Promotion and training have the greatest relationship with nurse performance with an OR value of 15,934. It is recommended to the hospital to increase the training and promotion of health workers, especially by involving more employees, in this case, nurses in training activities or increasing their capacity, and it is necessary to have a promotion or increase in positions that are in accordance with the work of nurses so that nurses are more active and more motivated in improving their performance while working in the hospital.

Keywords: Health Performance, Human Resource Management, Nurse Performance

1. INTRODUCTION

Quality and accreditation in health care services is the result of a global review of a study conducted by the International Society for Quality in Health Care (ISQua) under contract with the World Health Organization. The first of three parts of this report describes structures and activities at national and international levels around the world to promote quality in health care. The second section catalogs quality concepts and tools in local use in different countries. The third section outlines initiatives in health care accreditation and analyzes the operation of national programs functioning around the World. The annex includes recommendations of major international bodies and meetings on quality assurance (Haryoso and Ayuningtyas, 2019).

The words used to describe quality in health care, and the thinking behind them, vary between countries, between stakeholders and over time. These variations reflect shifts in health care policy such as from hospitals to networks and primary care and in perceptions of what constitutes quality in health care. This perception can be summarized as starting with “hospital quality assurance”, moving to “health care quality improvement” and towards “improving population health” (Haryoso and Ayuningtyas, 2019).

The specific tools used for quality improvement in health care depend on local and national priorities, but several global concepts generally apply. In general, improvements can

target processes (such as infection control), systems (such as clinical, indicators) or strategies (such as health reform). These concepts are not in themselves tools for developing, measuring or improving standards, but they provide an overall framework for quality improvement. Many of them come from manufacturing and service industries whose values and methods have been adapted to health care (Haryoso and Ayuningtyas, 2019).

There is no definitive international classification of these concepts, and, even where there are clear differences, the words are often used interchangeably. This section does not aim to resolve the debate about quality models, but to outline the concept and highlight a more detailed description (Haryoso and Ayuningtyas, 2019). Various quality improvement efforts have been developed by the Ministry of Health, including accreditation of health service providers. Therefore, accreditation momentum is the main strategy for improving the quality of hospital services. Hospital accreditation in Indonesia is carried out to assess compliance with accreditation standards. However, awareness of the importance of accreditation for improving the quality of patient care, although it has increased in prevalence, is still not properly interpreted (David et al. 2020).

The impact of accreditation for hospitals is that hospitals can find out to what extent the services at the hospital meet nationally applicable standards. Accredited status can also increase public confidence in services at the hospital and as a tool to prevent malpractice cases, because in carrying out their duties, staff at the hospital have clear Standard Operating Procedures (SPO). Hospital accreditation has a positive impact on the quality of care provided to patients and patient satisfaction (David et al. 2020). The implementation of accreditation standards encourages changes to higher quality hospital services and increased collaboration between professional disciplines in patient care. Credit will be an indicator to guarantee the quality and service of the hospital to patients, proven by the completeness and skills of all staff or human resources (HR) in the hospital. Nursing staff make a major contribution to the success of complete health services to clients (David et al. 2020).

Perceptions regarding the benefits of implementing hospital accreditation will make accreditation standards a guide for all employees in their routine work. Therefore, there needs to be a common perception about the benefits of hospital accreditation, so that all employees play an active role, with monitoring encouragement from leaders. According to Robbins & Judge in (David et al. 2020) states that perceptions can have a direct influence on participation. Participation can increase commitment to decisions. The achievement obtained by the Islamic Malahayati Hospital which differentiates it from other hospitals in Medan is that the hospital has received an integrated ISO, this is what illustrates that human resource management at

Islamic Malahayati Hospital Medan produces a positive impact and human resource qualifications that are different from other hospitals in Medan.

High Performance Work System (HPWS) is a model of performance measurement tool with international standards that is often used by organizations, companies, universities and hospitals currently in managing their human resources (Masrukhin 2024).

2. RESEARCH METHODS

2.1 Type and Location of Research

The research method used is quantitative research with analytical observational research with a cross sectional study design, namely observing a phenomenon between risk factors and effect factors, then carrying out an analysis to find out how far the Independent variable (Human Resource Management) contributes to the Dependent variable (Performance). This research was carried out at Islamic Malahayati Hospital Medan on June, 2024.

2.2 Population and Sample

The population objects in this study were all nurses who worked at Islamic Malahayati Hospital Medan with the criteria for room nurses at the hospital. From the data obtained, the number of active nurses at Islamic Malahayati Hospital Medan is 190 people. The sampling technique used in this research is purposive sampling, that is, selecting samples from the population is done non-randomly and is based on certain considerations made by the researcher himself, characteristics or characteristics of the population that are known previously. Sample characteristics based on demographics include gender, age, education, income level, job position, and distance traveled from home to place of work. The sample is a nurse who works at Islamic Malahayati Hospital Medan who has met the inclusion and exclusion criteria. Inclusion criteria; Willing to be a respondent and room nurse staff working at Islamic Malahayati Hospital Medan. Exclusion Criteria; nurses who took leave and were sick at Islamic Malahayati Hospital Medan when the research was conducted. The total sample is Thus, from this calculation the number of respondents was 129 people.

2.3 Method of collecting data

Data collection methods are the methods used by researchers to obtain facts about the variables studied. There are two data collection methods used, namely: Primary data, namely data obtained directly from respondents based on questionnaires distributed to be filled in. This research questionnaire was distributed to nurses at Islamic Malahayati Hospital Medan. Respondents will provide answers to the statements submitted in the questionnaire. The questionnaire uses a Likert scale of one to five. Secondary data is data obtained from Islamic

Malahayati Hospital Medan in the form of a general description of the research location and data on the number of nurses at Islamic Malahayati Hospital Medan.

3. RESULTS AND DISCUSSIONS

3.1 Univariate Analysis

Table 3.1. Characteristics of Respondents

Variable	Total (n)	Frequency (%)
Selection and recruitment		
Enough	89	69,0
Not enough	40	31,0
Total	129	100,0
Promotion and training		
Enough	73	56,6
Not enough	56	43,4
Total	129	100,0
Performance	n	%
Enough	67	51,9
Not enough	62	48,1
Total	129	100,0

Source : Primary Data, 2024

From 89 respondents who thought that carrying out selection and recruitment at Islamic Malahayati Hospital Medan was quite good, there were 61 respondents (68.5%) who stated that the performance was adequate and 28 respondents (31.5%) stated that the performance was poor at Islamic Malahayati Hospital Medan. . Meanwhile, of the 40 respondents who thought that there was a lack of selection and recruitment at Islamic Malahayati Hospital Medan, there were 6 respondents (15.0%) who stated that the performance was adequate and 34 respondents (85.0%) stated that the performance was inadequate at Islamic Malahayati Hospital Medan.

Based on the results of statistical tests using the Chi-square test, a significance value (p) of 0.000 was obtained, where this value is smaller than the value $\alpha=0.05$ ($p<0.05$) so it can be said that there is a significant influence between selection and recruitment and performance of nurses at Islamic Malahayati Hospital Medan. This means that the higher the selection and recruitment carried out at Islamic Malahayati Hospital Medan, the higher the performance of nurses at Islamic Malahayati Hospital Medan. Meanwhile, 56 respondents thought that there was a lack of training and promotion at Islamic Malahayati Hospital Medan. There were 16

respondents (30.8%) who stated that their performance was adequate and 36 respondents (69.2%) stated that their performance was inadequate. Based on the results of statistical tests using the Chi-square test, a significance value (p) of 0.000 was obtained, where this value is smaller than the value $\alpha = 0.05$ ($p < 0.05$), so it can be said that there is a significant influence between work evaluation and management. salary and performance of nurses at Islamic Malahayati Hospital Medan. This means that the higher the work assessment and salary management carried out at Islamic Malahayati Hospital Medan, the higher the performance of nurses at Islamic Malahayati Hospital Medan.

3.2 Multivariate Analysis

Multivariate analysis was carried out on variables that influence the effectiveness of management functions at Islamic Malahayati Hospital Medan, North Sumatera Province. The logistic regression test aims to find the factors that most dominantly influence the effectiveness of management functions. Some experts consider that multivariate analysis using logistic regression tests is used to build hypotheses (hypothesis generating research), which means that the results of multivariate analysis can be used as a background for developing new research that tests associations between independent variables and dependent variables with simpler research designs and directed. From the results of the bivariate logistic regression analysis, it was found that all variables had a P value < 0.25 , thus all variables in the study met the requirements to be candidates to continue to the multivariate analysis stage.

The final model of the logistic regression equation was obtained to determine the variables that most influence the effectiveness of management functions at Islamic Malahayati Hospital Medan, North Sumatera Province in 2024. The results of the logistic regression cannot be directly interpreted from the coefficient values as in linear regression.

Table 3.2. Results of Logistic Regression Test Analysis of Human Resource Management on Nurse Performance at Islamic Malahayati Hospital Medan in 2024

	B	S.E.	Wald	df	Sig.	Exp(B)	95% C.I. for EXP(B)	
							Lower	Upper
Recruitment	2.059	.665	9.596	1	.002	7.837	2.130	28.836
Promotion	2.768	.623	19.750	1	.000	15.934	4.700	54.022
Evaluation	-1.236	.724	2.913	1	.088	.290	.070	1.201
Constant	-4.938	.854	33.411	1	.000	.007		

Source: Primary Data 2024

Interpretation can be done by looking at the value of $\exp(B)$ (the estimated odds ratio

value) or the exponent value of the coefficient of the regression equation formed. Overall, this model can predict positive/negative, sufficient/lack of influence of existing variables in relation to the effectiveness of management functions. So from the results of the logistic regression obtained it can be concluded that the variables that are very influential in human resource management are the promotion and training variables.

3.3 Selection and Recruitment

Recruitment is the process of attracting a group of candidates to fill vacant positions. Selection is the process of selecting people who have the qualifications needed to fill job vacancies in an organization. In this way, selection and recruitment aims to receive as many applicants as possible according to the qualification needs at Islamic Malahayati Hospital Medan from various sources, so that it is possible to attract prospective employees with the highest quality from the best. The results of the distribution of respondents for the implementation of selection and recruitment showed that 69.0% of nurses gave an assessment that the implementation of selection and recruitment had been carried out sufficiently by Islamic Malahayati Hospital Medan. The chi square test results also obtained a value of $p = 0.000 < \alpha$, meaning H_a was accepted, thus there was an influence of selection and recruitment on the performance of nurses at Islamic Malahayati Hospital Medan. The influence in this study was proven by the research instrument, it was found that 85.3% of nurses agreed that they had taken part in a comprehensive selection. This stated that the majority of nurses who worked at Islamic Malahayati Hospital Medan had passed the selection and recruitment process well before being accepted as nurses with permanent employee status at Islamic Malahayati Hospital Medan.

Research facts show that the nurses at Islamic Malahayati Hospital Medan participated in and passed the selection and recruitment carried out by the National Civil Service Agency (BKN) to be accepted as civil servants (PNS) with nurse status at Islamic Malahayati Hospital Medan, which carried out this selection and recruitment. goes through several stages, namely file selection, Basic competency selection and Field competency selection. However, selection and recruitment do not have a direct impact on the performance of nurses, but selection and recruitment will produce the right people according to needs and quality so that they will produce performance that is in line with expectations as stated by Handoko in (Potale, Lengkong, and Moniharapon 2022), "Recruitment is the process of searching for and "attracting" prospective employees (applicants) who are able to apply as employees." To get quality prospective employees, the company must be able to carry out a good recruitment process. The benefit of recruitment is that it has the function of "the Right Man on the Right

Place".

In this study, it was also found that 91.5% of nurses stated that their work was designed and based on their abilities and skills. To get nurses with good performance, a recruitment and selection process is very necessary, considering that the prospective nurses selected must be in accordance with the vacant positions required. An accurate recruitment process will have an impact on higher performance. In the recruitment process, nurses must be able to internalize the messages communicated during recruitment, so that it will have an effect on the personal commitment of prospective nurses which will lead to greater commitment in improving nurse performance (Phillips 1998). Human resource development based on recruitment and selection is carried out in such a way that employees are ready for career development and advancement.

In line with this, the results of this study show that there is a significant relationship between the selection and recruitment process and nurse performance. This means that the higher the level of selection and recruitment carried out, the higher the nurse's performance. This is in line with research conducted by Nugroho which states that with recruitment that is planned and carried out well, the employees obtained will be of higher quality (Nugroho 2022) so that the resulting performance will be better. (Haryanto and Rustam 2024) stated that the recruitment and selection function of workers carried out by the hospital has produced output that is able to contribute to achieving the hospital's goals. This is also supported by the results of research conducted by Casteter in (Arinta 2022) which states that improper recruitment with predetermined plans can cause problems such as mismatches in job placement, low performance, employees who are often late and disciplinary problems.

3.4 Pelatihan dan Promosi

Another important factor in developing human resources is providing training and promotion to nurses. Training and promotion not only increase knowledge, but also improve work skills, thereby also increasing work productivity. 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 Islamic Malahayati Hospital Medan. This means that the higher the training and promotion carried out, the higher the nurse's performance. The logistic regression analysis carried out also showed a value of $p = 0.000$ with an OR = 15,934 indicating that the indicators that are very influential in human resource management are promotion and training because selection and recruitment are only focused on the standards that a nurse must have and on assessment.

Work also only provides work motivation from the value obtained and adjusted to their income, whereas in promotion and training nurses are required not only to meet certain

criteria but nurses are required to be more than other nurses on several of these criteria in line with research (Widyani and Putra 2020) stated that the position promotion variable is formed by five indicators, namely employees who are loyal and have integrity, are creative and have initiative, have more value than other employees, can provide solutions not just complaints and are professional at work. Facts in the field show that 56.6% of nurses think that it is sufficient for them to be included in the training and that the nurses who are included in the training gain new knowledge and new skills so that they produce different work results from nurses who are not included in the training, from research instruments stated that there were 83.7% of nurses who received comprehensive training, where with comprehensive training, the knowledge received and the skills that nurses must have were obtained thoroughly.

Likewise with the promotions that nurses get as rewards for their work, there are 83.7% of nurses who are selected to get promotions in this hospital, proving that the hospital management carries out several selections based on the performance of nurses to get promotions. This means that by providing rewards and punishments to nurses, it will affect the performance given by the nurses. When nurses are given rewards in the form of promotions or promotions, it means that the results of the work they have done so far have been appreciated by the hospital so that it can encourage nurses who Another is to improve their work results so that they can be given or treated the same as nurses who have received the same reward. However, promotion and training do not contribute directly to performance, however, there is an intermediary factor, namely motivation, so that promotion and training will create work motivation for nurses which will later influence their performance, as stated by Hasibuann in (Ningsi, Alhabsji , and Utami 2020) is a promotion that provides benefits, including motivating employees to deepen their knowledge and motivating the development of dynamic healthy competition among employees so that they compete to achieve progress and show their best performance.

According to Article 1 paragraph 9 of Law no. 13 of 2003 on Employment, training is all activities to provide, obtain, improve and develop work competence, productivity, discipline, attitude and work ethic at a certain level of skills and expertise in accordance with the level and qualifications of the position or job. The results of this research are in line with the theory that if employees are promoted based on the principles of justice and objectivity, employees will receive higher compensation and be encouraged to work hard to improve performance, so that company targets can be achieved (Kadarisman 2022). This means that employee performance will be stimulated if the compensation provided by the company in exchange for the hard work provided by employees is appropriate, because they tend to feel

that their work is more meaningful and commensurate with their sacrifices to the company and of course will maintain their good performance or even improve their performance than before so that organizational goals can be achieved (Hasibuan and Malayu 2019).

Empirical studies that also support the findings of this research are the results of research conducted by (Alimuddin 2022) which shows that job promotions and compensation have a positive and significant influence on employee work performance. The results of this research are in line with the results of research (Irvan 2018) and (Mustofa 2018) which show that training has a significant effect on employee performance. The same results were also reported by (Puspitasari, Suddin, and Sutarno 2019), who developed and explained the influence of training and compensation on nurse performance which was mediated by job satisfaction related to human resource management theory.

3.5 Job Assessment and Salary Management

Efforts to improve nurse performance can also be done by conducting results-oriented performance assessments. Job appraisal is a way to verify that employees meet predetermined performance standards, and to help nurses manage their performance so that they can be oriented towards salary management. The management of Islamic Malahayati Hospital Medan wants to achieve is the mission of providing complete health services.

This is in line with research conducted by Chandra which states that if performance assessment is carried out using the right method so that the results are objective, namely in accordance with the nurse's work performance, and the salary given is in accordance with the assessment, then the nurse's motivation will increase (Chandra 2020). The same results were also reported by (Pribadi and Harjianti 2024) where the results of their research showed that performance appraisals can influence work motivation. Nurse work motivation is important because with work motivation, it is hoped that each individual will work hard and be enthusiastic to achieve high performance (Martinus and Budiyanto 2022). According to (Hasan and Khaerana 2020) job appraisal and salary management also influence self-esteem, where someone with high self-esteem sees themselves as valuable, capable and acceptable. A person with low self-esteem does not feel good about himself so it tends to affect his performance. Because self-esteem describes the extent to which an individual assesses himself as someone who has ability, significance, worth and competence. Therefore, performance assessments must be carried out in line with the situation and conditions faced by the hospital to support the creation of high work motivation in the hospital.

4. CONCLUSIONS AND SUGGESTIONS

The research results show that there is a significant relationship between recruitment and selection on nurse performance. The results of the bivariate analysis show that the higher the level of recruitment and selection carried out, the higher the nurse's performance. The research results show that there is a significant relationship between training and promotion on nurse performance. The results of the bivariate analysis show that the higher the level of training and promotion carried out, the higher the nurse's performance. The research results show that there is a significant relationship between work assessment and salary management on nurse performance. The results of the bivariate analysis show that the higher the work assessment and salary management carried out, the higher the nurse's performance. Islamic Malahayati Hospital Medan needs to pay attention to indicators that can improve nurse performance in order to maintain the achievements they have received or increase hospital competitiveness through improving nurse performance. Future researchers need to carry out further research on nurse performance using more complete performance indicators.

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