

# Competency-Based Human Resources Development in Sharia Hospital

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This study analyzes the urgency and implementation of Human Resources (HR) competency development at Sultan Agung Hospital in Semarang. Our research is a descriptive qualitative case study with primary and secondary data. Data collection techniques include observation and interviews. The main aim of the study is to investigate the competency and development of activities by HR to enhance the performance of the employees. The results showed that the development of HR competencies applied include orientation, coaching, rotation/mutation, promotion, and internships as well as seminars. The development is carried out by adding the reading and procedures for prayer and the Qur'an, including memorizing its short surahs. The hospital has fulfilled the criteria of a Sharia hospital, though management still needs to improve employee performance. This study recommends that employee performance should be supported by adequate training facilities to improve performance for the achievement of individual and organizational goals. Furthermore, management should assess employees more effectively, starting from HR planning, recruitment, development, and performance evaluation and rewards.

**Key words:** Competence, Human Resource Development, and Sharia Hospital

## Introduction

At present, the hospital has a paradigm shift towards profit-oriented; this is due to the entry of Indonesia into a free-market competition, which requires us to change the perspective of hospitals. The increasing number of hospitals makes them compete with each other to get customers (Kiswara Rahmantya et al., 2019). The implementation of hospital health services no longer depends on government subsidies, and this health service is turning into a form of entrepreneurship. Health services are running on principles that prioritize profits to cover operational costs and the provision of hospital facilities, which is supported by providing satisfactory services to a person or group of people served (Bazaruddin, Zahroh Shaluhiah, 2019).

The growth rate of hospital existence from year to year has increased, especially private hospitals, Sultan Agung Sharia Hospital in Semarang (Ibrahim & Syah, 2018). The success of an organization in carrying out the vision and mission could determine the results of the performance of its human resources (Prabawati et al., 2018). The building of employee performance is one of the problems faced by management in human resource development (Syarafudin, 2012). The issues affecting human resources in hospitals include the decline in employee performance, and this affects the patient's service. Human resources are important things as hospital indicators of the success of effective and efficient. Supplies with sufficient quantity, high quality, and professionally by the functions and duties (Saleh et al., 2016).

Issues concerning human resources that have arisen in general are due to social unrest and discomfort among patients, especially Muslim patients. For example, on October 15, 2017, an incident occurred in Aceh, a case of sexual harassment experienced by a patient by a janitor at the Zainal Abidin General Hospital (RSUZA), Banda Aceh. Actors act when the victim is in a state of semi-conscious after undergoing surgery. On January 23, 2018, as reported by the Washington Post, hundreds of women in Kenya held a demonstration in front of the largest public hospital in the country to hold them accountable for alleged rape and sexual harassment of patients. Besides, there were also phenomena of malpractice, slow health management, poor records administration, employee indiscipline, and hospital financial constraints and attitudes towards career and employee turnover (Sciences et al., 2014). Whereas at Sultan Agung Islamic Hospital itself, the problem that was still found was regarding employee indiscipline in working, employees are arriving late, leaving the workplace during working hours, limiting subspecialist doctors especially obstetricians and obstetricians, most of whom were male doctors so that they got men constraints on the services provided.

This phenomenon reflects how the improvement and development of human resources in a hospital become something important, with sharia certification expected to convince the

public, especially those who are Muslim, that the hospital has adopted Islamic values, especially in its management and services. Hence, there is no need to doubt in receiving treatment and services provided. (Richard L. Draft, 2010).

In the context of this HR development, work responsibilities should be divided based on the skills or abilities of each employee. Employees need to work in fields that they are skilled in because, according to the Qur'an, it includes tyranny, which makes it difficult to achieve success. If the person appointed has low competence, then we are obliged to provide Training to him. The application of this conception can be seen from the BHP Copper Metals company in Arizona, USA, where managers specifically train several teams to handle the stages in the copper refining process. As a result, after changing with this specialization of work, production increased by 20%, and the unit's safety record increased dramatically. Sharia hospitals need quality human resources characterized by knowledge, skills, and behavior framed by Islamic values. Therefore, this study focuses on human resource development competencies in the form of education and training as well as activities shaped by sharia values (Kathryn M Bartol & David C Martin, 1991). It focuses on the urgency of developing HR competencies through education and Training at Sultan Agung Sharia Hospital in Semarang and HR competency development model.

## Literature Review

### Sharia Hospital

According to mentioning that hospitals by the World Health Organization are given limitations, namely a large part of the organization and medical, functioning to provide complete health services to both curative and rehabilitative communities, where the services reach family and environmental services, hospitals are also health personnel training center and biosocial research (Qadimah & Rahman, 2019).

In 2015, the Islamic Health Institution Network of Indonesia or, Majelis Upaya Kesehatan Islam Seluruh Indonesia (MUKISI) published a hospital service standard based on Islamic Shariah principles, which complements the National Hospital Accreditation Standards. Two hospitals were made pilot projects. In 2016 the National Shariah Council of Indonesian Council of Ulama or Dewan Syariah Nasional Majelis Ulama Indonesia (DSN-MUI) produced a fatwa on the implementation of Shariah Hospital. In 2017, a second version of the Standard was published to be formalized by the National Shariah Council as the awarding body (Ismail et al., 2018).

Sharia hospital applies sharia principles in its operational and management (Manullang, 2015). It promotes behavior that reflects faith and monotheism, which expected to be an everlasting pious (Hafidhidin did in dan Henry Tanjung, 2003). The hospital guarantees

the sharia concept realization to fulfill the physical and spiritual needs. It is an institution with the specificity of HR and the necessary facilities. Sharia hospital is a resource-intensive institution in various aspects, including technology, capital, and knowledge, as well as the basic regulations (Ery Rustiyanto, 2010).

### **Human Resource Development**

Human Resource Management (HRM) is the function within an organization that focuses on recruitment of management and providing direction for the people who work in the organization. It is also a strategic and comprehensive approach to managing people and the workplace culture and environment. They further asserted that effective Human resource management enables employees to contribute effectively and productively to the accomplishment of the organization's goals and objectives (Ofodeme, Eugenia Amaka | Ezeanolue Uju Scholastica | Nwakoby, 2019).

Human Resource Development (PSDM) is an effort to prepare employees for higher responsibilities in the organization. It is closely related to the intellectual quality needed to perform in the most appropriate ways and prioritizes an employee's needs for knowledge, expertise, and skills. Development focuses on long-term needs, evaluating results based on the principle of a foreseeable future. Technological advances and the emergence of new products necessitate the need for employees to develop their skills to become effective in their work. (Yusuf, 2015).

The human resource of an organization organizes the other two resources that an organization needs to survive, and it is therefore plausible and logically discernible to assert that the human side of an organization is the most important of the three essential resources that organizations need to be productive.

### ***Micro Human Resource Development***

Micro human resource development refers to the employees in the work unit. In general, employees play a critical role in the success of an institution. A complete and sophisticated facility does not guarantee success unless it is balanced with qualified employees (Notoatmojo Soekidjo, 2015).

### ***Macro Human Resource Development***

The success of a country in development certainly depends on its assets in the form of human and natural resources, which need to be good in both quality and quantity. Generally, quantity relates to the number of human resources or the population and the contribution less important in development. Quality refers to the peculiarity of the

support, which involves physical and non-physical abilities or intelligence and mentality. (Notoatmojo Soekidjo, 2015).

### **Development of Sharia Human Resource Management**

Human resource management has character, specifically a human, with noble morals. Quality is proven by virtuous behavior according to the guidance of Allah SWT and based on the role model of Prophet Muhammad (Raharjo Muhammad Mu'iz, 2011). A Sharia HR should have a strong monotheism to be the core of every practitioner of Islamic economics. The power of monotheism creates a strong person in the faith, resistant to temptations. It builds an understanding of sharia value, especially in Islamic economic practices, following the laws in the financial system. They are colored by the ethics or morals of Islamic economics, creating an ideal sharia HR based on Islamic values (Fahmi dkk, 2014).

### **Education, Training, and Human Resource Development**

#### ***Education, Training, and Development***

According to Andrew Sikula, development is a long term educational process utilizing a systematic and organized procedure. It helps personnel learn conceptual and theoretical knowledge for general purposes (Hamali Arif Yusuf, 2016). Therefore, education and Training involve the process of learning to acquire and improve skills outside the applicable learning system in a relatively short time with methods that prioritize practice rather than theory. The skills are physical skill, intellectual, social, and managerial.

#### ***The Importance of Education and Training in Human Resource Development***

Education and Training often perceived as the future savings of an institution. Therefore, the institution needs to prioritize education and training for human resources. Human resources involve ensuring the availability of workers in the company with expertise, helping the stability of employees, and encouraging them to provide services longer. They help improve the way people work, and morale develops faster, working more efficiently (Manullang, 2015).

Training is a short term educational process and utilizing systematic and organizational producers by which employees gain new knowledge and skill for handing the tools without mistake and wastage. The training programs conducted enhance and increase the performance level of an employee. Furthermore, training programs develop human resources to meet the current as well as future needs of the organization. Training and

development facilitate the person make to perform the activities effectively (Rajesh et al., 2011).

### ***Training Types and Methods***

#### **Pre-service Training**

Pre-service Training is Training carried out before new or prospective employees carry out their duties and aims to provide insight to the employees about the organization. Through Training, they know the company's vision, mission, and goals, carrying out their duties well, loyal, and full of dedication. Training is defined as "a planned process to modify attitude, knowledge, skill, or behavior through learning experience to achieve effective performance in an activity or range of activities. Its purpose, in the work situation, is to develop the abilities of the individuals and to satisfy the current and future needs of the organization (Milhem et al., 2014).

#### **In-Service Training**

In-Service Training is the training given to employees working in various units or divisions of an organization to improve their performance. Notoatmojo Soekidjo (2015) explains that there are two types of in-service training, namely off-the-job and on-the-job:

- There are four techniques commonly used in on the job training methods, including coaching, job rotation, special assignments, and internships.
- Off-the-job Training consists of 2 techniques, including classical lecture and practice (Imam, 2015). Not all performance problems can be solved by Training that should not be a substitute for motivation, the right tools or equipment, and proper supervision. Training needs to be provided when employees lack the skills or information to work productively when the right resources exist to draw up, impart, and follow up the Training and when Training resolves performance problems, It is worthwhile providing off-the-job Training when a large number of staff have a similar training requirement and when there are adequate skills and resources for the design and provision of Training. (Milhem et al., 2014).

#### **Evaluation of Training and Development Programs**

The evaluation of HR training and development programs (PSDM) is the systematic collection of descriptive information and assessments needed to make an effective decision on the selection, adoption, value, and modification of varied learning. Training and development enhance efficiency and develops a systematic way of performing duties

and assigned tasks. Moreover, it bridges the gap between job requirements and the employee's present specification. Training, like any other organizational activity, requires time, energy, and money. It's an investment in employees' productivity and retention by providing for career progression and employee's job satisfaction over a long time. Therefore, the organization needs to know whether their investment is being spent effectively or not. For this continuous evaluation of Training and development is necessary. Evaluation of Training and development means an assessment of the impact of Training on trainee's performance and behavior (Topno, 2012).

### ***Competence***

Competence is an ability to carry out a work based on skills and knowledge, and it is supported by the work attitude required by the job (Posuma, 2014). Competence involves five characteristics, including Motives or things someone thinks about, desires, and what causes action. Motives can be made directly or based on behaviour towards certain activities or goals. Secondly, traits are physical characteristics and consistent responses to situations or information. Furthermore, self-concept is an attitude toward values or self-image. Moreover, knowledge is the information of a person in a particular field. Lastly, skill is the ability to perform certain physical or mental tasks (Ahmad Azmy, 2015).

In a study conducted by Abbas Saleh and friends entitled Factors Affecting the Job Satisfaction and Performance of Nurses in Private Hospitals Class B In Makassar, which states that competence has a significant effect on job satisfaction of nurses, the ability does not significantly influence nurse performance. But capability increases the performance of nurses in nurse job satisfaction, so competence will have a better meaning when the hospital can increase nurse job satisfaction as a reality; the implementation of competencies is getting better (Saleh et al., 2016).

### **Human Resource Competence in Islam**

Human resource competence in Islam needs to be based on the nature of the Prophet Muhammad SAW, which are *Shiddiq*, *Amanah*, *Fathonah*, and *Tabligh*. *Shiddiq* means true or honest, and it is a vision of life for a Muslim. Leadership in Islam as practiced by Muhammad Prophet SAW, where the leadership style according to the Qur'an, as narrated by A'ishah R.A, that ahlaq Rasulullah SAW, it is the Qur'an, which means that every action Muhammad Prophet SAW, is following the instructions of the Qur'an or in other words that the effects of Muhammad Prophet SAW was a manifestation of the Holy Qur'an (Abusama et al., 2017).

## **Performance**

Performance is a work achievement due to the implementation of a work plan by the leadership and employees to achieve the organizational goals (Ma'ruf Abdullah, 2014). One of the assessable elements is the employees' performance through the level of their productivity (Muda et al., 2014). Employees try to achieve maximum results to complete tasks and responsibilities within a certain period. According to Robbin, performance involves a combination of ability (A), motivation (M0), and opportunity (O). Performance is = f (AxMxO), showing it is a function of ability, motivation, and opportunity (Kasmir, 2015).

The performance of employees related to their jobs has been a major concern for both organizations and researchers. For decades, organizations and researchers have been seeking several means to enhance or improve employees' performance. (Tabouli et al., 2016).

Therefore, this study seeks to answer the following main- and sub-research questions:

**What are the competency and development activities of HR to enhance the performance of the employees?**

The main research question was the foundation of the study, and the following main aim was to investigate the competency and development activities of HR to enhance the performance of the employees.

## **Method**

This study is a descriptive qualitative case study with primary and secondary data. Primary data were obtained from informants, and secondary data were collected from books, books, magazines, and journals relating to research subjects concerning human resource management competencies. Data collection techniques include observation and interviews.

## **Result and Discussion**

### **The urgency of HR Competency Development in Sharia Hospitals**

Investments in the development of human capital are concerned with the development of knowledge, competencies, and qualifications of employees, which are considered more important today for the performance of an organization and the economic growth of a country than investments in physical capital. (Rohida & Akbar, 2019).

The heart of the Shari" ah compliant hospital lies in its management team. Concerning the management of Shari" ah compliant hospitals, opines that the broad guidelines include a quality hospital management process together with an Islamic financial management system. Other than that, the management responsibilities cover the care of hospital facilities, patient care, customer service, human resource, and the management of F&B as well as drug administration, all of which must be in line with the Shari" ah.

The principles and objectives of the establishment of a hospital must be based on humanity, ethics and professionalism, benefits, justice, equal rights and anti-discrimination, equity, protection, and patient safety and social functions. (Ibrahim T & Syah, 2018). As a service company, Sharia hospitals produce intangible products and view HR as an important aspect of the production and delivery of quality services. Quality improvement in hospitals involves the development of competencies based on sharia values (Drucker, 2010).

For the workforce, business organizations are very much concerned with the changing behavior of the employees. For the welfare of the employees, various training and development programs are being offered by the business firms to increase the skills and expertise of their employees. Meanwhile, some of the social development programs are also helping the business firms to work for the cognitive and non-cognitive elements like knowledge, attitude, control, self-management. Additionally, stress handling, management of conflict, and anger control are some other factors for which business organizations work for the promotion of optimal competencies among the employees. (Arshad et al., 2019).

Competence development, which consists of attitudes/behaviors, is a reflection of the concept of believed values, personal characteristics, and employee motivation. The idea of values involves worship, helping others, being kind and charming, as well as fostering good performance in employees. Motivation to be enthusiastic at work and learning to improve self-competence is hidden and takes a long time to develop. The hospital develops competence by fostering positive attitudes and behaviors, creating a conducive environment. It motivates employees to develop and advance, increasing patient visits, and a sense of satisfaction and comfort. With this superior service, the hospital competes with others (Labora Sijinjak, 2017).

### **HR Competency Development Model at the Sultan Agung Hospital, Semarang**

Sultan Agung Islamic Hospital is determined to develop its human resource competencies through monthly training programs. All employees, both medical and non-medical, are required to attend the Al-Qur'an tahsin. Their HR development is also an embodiment of hospital standards and instruments based on Sharia principles listed in the Legislation

Fatwa National Sharia Board-Indonesian Council of Ulama No. 107/DSN-MUI/X/106. The laws are grouped based on Maqashid Shari'ah, specifically the protection of religion (Hifzh Al-Din), and the soul (Hifzh Al-qAql), Sharia standard group of human capital management (Mukisi, 2017).

In the protection of religion, there are several assessment elements of the Sharia Standard for Human Capital Management (SSMMI). For instance, the process of developing staff is based on sharia principles. Also, the hospital has a score of 10, meaning the fulfillment of the assessment element is more or equal to 80%. In mind protection, the staff is competent in terms of patient jurisprudence with a score of 10. This means the fulfillment of the assessment element is more or equal to 80%.

There are different methods of Training in developing HR competencies. These include pre-service Training, which comes before employees work and in-service Training after work and include on the job and off the job training. These different methods are:

- The first HR Development is carried out before the employees work, starting from orientation activities for new individuals, which consists of a general positioning. This is followed by all employees and a special orientation for nursing and non-nursing. After a week, all workers are given material info about the hospital, both vision, mission, finance, and marketing. Nursing and non-nursing proper orientations take 1 and 3 months, respectively. An assessment was conducted either independently or under supervision, necessitating assistance.
- The second HR development involves coaching, where the individuals are sent outside the Islamic Hospital or bringing in external trainers. Everyone is entitled to internal Training for at least 20 hours a year. This may include core business training for the service department and ICU.
- The third HR development is on the job training in the form of rotation and mutation. It is based on three things, including the addition and subtraction of employees, and an individual's condition such as the career level, and health status.
- The fourth HR development involves the promotion of positions and education. Staff can be promoted to section heads then to managers or sending employees to school based on the regulations on human resource development.
- The fifth HR Development is in the form of Internships carried out for a 1-month orientation, while the last one is off the job training in the way of a seminar.

There are also additional developments adjusted to the circumstances and needs of the hospital, especially for doctors and nurses. For example, doctors are supposed to go through Training on quality and patient safety improvement (PMKP), basic life assistance

(BHD), or the use of light fire extinguishers (APAR), as well as hospital management training and infection prevention and control (PPI). The development of nurses includes education and Training of auditor, basic life assistance (BHD), or the use of light fire extinguishers (APAR), (Head of Human Resource Development Section, 2019). Competency development is also an assessment indicator of employee performance (*Dokumen Perencanaan Ketenagaan RSI Sultan Agung Semarang*, 2020).

The assessment of the human resource performance involves the reading, procedure for prayer, and memorizing the short surahs of the Qur'an. With the implementation of these values, human resources develop based on Islamic morals (Raharjo Muhammad Mu'iz, 2011).

Performance assessment based on Islamic values depends on the decree of the director of the Sutan Agung Islamic hospital Number: 2459 / KPTS / RSI-SA / VII / 2015. The hospital assesses each employee periodically using a key performance indicator (KPI) every year. It also uses DP3, a list of job implementation assessments, every six months for evaluation. The education and career development of human resources based their work on work plans compiled annually. They involve educational, structural, and functional career paths (*Wawancara Bagian personalia Rumah Sakit Sultan Agung Semarang*, 2019).

The impact of the performance assessment is determined based on Tahsin Al-Qur'an, Tahfidz, and memorization programs. Through Tahsin Al Qur'an, employees read the Qur'an. With Mahfouz activities, individuals become santri in the house of Sultan Agung Islamic Hospital. Also, the memorization program allowed workers to memorize juz 30, juz Ama', as well as obligatory and optional surah. This fosters religious spirits and lessens employee turnover rate, which is below 4 percent (*Wawancara Dengan Manajer Sumber Daya Manusia*, 2019).

HR competency development might influence performance because it has an impact on the vision and mission of the organization, including the achievement of sharia compulsory quality and hospital minimum service standard indicators to visitors. This aspect distinguishes sharia hospitals from the rest.

## **Conclusion**

This study concludes that HR competencies need development to realize quality human resources in the Sultan Agung Islamic hospital. Development may involve education and Training before employees work and after work through coaching, rotation/mutation, promotion, internship, and seminars. Development in Islamic hospitals is carried out through general, special, and mandatory on the job training. It also involves Training



Needs Assessment (TNA) by adding reading and the procedures for prayer, as well as memorizing short surahs of the Qur'an.

Apart from quality knowledge and skills, employees need to develop characters based on Islamic morals. They can convince the public, especially Muslims, that the hospital has adopted Islamic values in its management. However, the hospital management needs to improve competency-based education and Training continuously. It should be supported by adequate training facilities to improve performance for the achievement of individual and organizational goals. Furthermore, it should assess employees more effectively, starting from HR planning, recruitment, development, and performance evaluation and rewards. With this approach, the vision, mission, and goals of the hospital can be realized and used as pilot Sharia hospitals in Indonesia.

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