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## The Effect of Training and Competence on the Quality of Service at the Islamic Hospital in Jakarta, Pondok Kopi

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**Abstract:** This study aims to determine and analyze in depth the influence of training on service quality, the influence of competence on service quality, and the simultaneous influence of training and competence on service quality at the Jakarta Islamic Hospital Pondok Kopi. This study uses a quantitative approach, namely an approach that emphasizes the collection and processing of data in the form of numbers so that the results of the analysis can be interpreted objectively and measurably. However, this study is also supplemented by qualitative data as support, such as verbal statements in questionnaires, open comments, and the results of consultations or short interviews between researchers and informants to enrich understanding of the variables studied. The study population amounted to 245 employees, while the sample used was 89 respondents selected based on sampling techniques appropriate to the research needs. Hypothesis testing was conducted using the SPSS version 29 analysis tool, which is able to test the relationship between variables simultaneously and accurately. The results show that training (X1) and competence (X2) have a positive and significant influence on service quality (Y) partially. Furthermore, the R-Square test result of 0.402 indicates that 40.2% of the variation in employee performance can be explained by these two variables, while the remaining 59.8% is influenced by factors outside this study. This finding emphasizes the importance of improving training and competency for service quality.

**Keyword:** Training, Competence, Service Quality, Jakarta Islamic Hospital Pondok Kopi.

### INTRODUCTION

Hospitals, as healthcare institutions, play a strategic role in improving public health. As public awareness of service quality increases, hospitals are required to provide prompt, safe, and ethical services. Service quality is a key indicator of hospital success, as patients assess not only medical outcomes but also the service process, staff communication, attitude, and comfort of the service received (Parasuraman et al., 1988; Kotler & Keller, 2016). Pondok Kopi Islamic

Hospital, a private hospital based on Islamic values, also faces the increasingly complex demands for improving service quality.

Service quality is directly related to patient satisfaction, loyalty, and hospital image. In the competitive healthcare industry, hospitals that fail to maintain service quality risk losing public trust. Previous research shows that service quality is a key differentiating factor between growing and stagnant hospitals (Zeithaml et al., 2018). At Pondok Kopi Islamic Hospital in Jakarta, service quality is strongly influenced by the professionalism and capacity of the human resources involved in the service process.

Training is a crucial strategy for developing hospital human resources. Effective training can improve clinical skills, understanding of standard operating procedures (SOPs), the ability to use health technology, and the professional attitudes of healthcare workers. Without adequate training, healthcare workers will struggle to adapt to changing regulations, accreditation standards, and advances in medical technology (Noe, 2020; Dessler, 2020). The need for training at Pondok Kopi Islamic Hospital in Jakarta is increasing with the implementation of digital-based service systems and the latest accreditation standards.

In addition to training, the competence of healthcare workers is a key factor in determining service quality. Competence encompasses not only technical skills but also non-technical competencies such as communication, empathy, teamwork, and professional ethics. Spencer and Spencer (1993) stated that competence is a fundamental individual characteristic that influences superior performance. At Pondok Kopi Islamic Hospital in Jakarta, healthcare workers' competence must also align with Islamic values, which serve as the organization's identity, to create a holistic service experience for patients.

Problems with the quality of hospital care often arise from gaps between service standards and actual practice, such as long waiting times, lack of staff friendliness, and weak coordination between units. This situation indicates that training and competency development are not yet fully optimized. Furthermore, digital transformation requires healthcare workers to acquire new competencies in information system management and patient data security (WHO, 2022). Without continuous training, service quality can potentially decline.

Based on these conditions, research on the influence of training and competency on service quality at Pondok Kopi Islamic Hospital in Jakarta is crucial. This research is expected to provide theoretical contributions to the development of hospital human resource management and practical contributions to management in designing effective, targeted, and sustainable service quality improvement strategies, particularly in the context of a private hospital based on Islamic values.

## **Training**

Training is a key instrument in human resource development, aiming to improve individual work capabilities to meet organizational demands. According to Dessler (2020), training is the process of providing employees with the skills they need to perform their jobs effectively. Noe (2020) defines training as a planned effort to facilitate learning related to knowledge, skills, and work behaviors. Meanwhile, Mondy and Martocchio (2016) emphasize that training is designed to improve current performance, not simply as preparation for the future. In the hospital context, training is a crucial tool to ensure healthcare workers are able to provide services according to professional standards and patient safety.

From a human resource management perspective, training serves as an organizational adaptation mechanism to changes in the work environment. Armstrong (2020) states that training is part of a human resource development strategy aimed at sustainably improving organizational capabilities. Gomes (2018) adds that effective training must be based on needs analysis to bridge the workforce competency gap. Mangkunegara (2017) also emphasizes that training directly contributes to improving employee work quality, discipline, and professionalism. In a dynamic hospital environment, training plays a crucial role in addressing

developments in medical technology, regulatory changes, and the demands of healthcare accreditation.

Quality training focuses not only on technical aspects but also on shaping service attitudes and behaviors. Ivancevich (2018) stated that training must be able to transform work behaviors to align with organizational goals. Blanchard and Thacker (2019) emphasized the importance of training evaluation to ensure a tangible impact on performance. In the context of Islamic value-based healthcare, training also serves as a means of internalizing ethical values, empathy, and professionalism. Therefore, structured and ongoing training will be a strategic factor in improving the quality of hospital services.

### **Competence**

Competence is a basic individual characteristic related to effective job performance. Spencer and Spencer (1993) define competence as a combination of knowledge, skills, attitudes, and personal characteristics that influence superior performance. Boyatzis (2008) emphasizes that competence relates to an individual's ability to achieve the work results expected by the organization. Meanwhile, Wibowo (2016) states that competence is an individual's capacity to perform work based on established standards. In healthcare, the competence of medical and non-medical personnel is a key factor in ensuring the quality of patient care.

Competence encompasses not only technical aspects but also non-technical competencies that support service interactions. McClelland (1973) emphasized that competency is a more accurate predictor of performance than formal indicators such as education or work experience. Robbins and Judge (2020) stated that interpersonal, communication, and teamwork competencies significantly determine work effectiveness in service-based organizations. Sutrisno (2017) added that competency reflects an individual's ability to manage tasks, make decisions, and solve work problems. In hospitals, communication and empathy competencies are crucial in building patient trust.

In the context of healthcare organizations, competency must be continuously developed to align with advances in science and technology. Hasibuan (2019) stated that employee competency must be continuously improved through education and training to maintain optimal organizational performance. Armstrong (2020) also emphasized that competency is a strategic asset that determines an organization's competitiveness. For Pondok Kopi Islamic Hospital in Jakarta, healthcare worker competency is measured not only by professional ability but also by an understanding of Islamic ethics and values as the organization's identity, thus enabling it to provide quality and dignified services.

### **Quality of Service**

Service quality is the level of service excellence perceived by customers compared to their expectations. Parasuraman, Zeithaml, and Berry (1988) define service quality as the gap between customer expectations and their perceptions of the service received. The SERVQUAL model they developed encompasses five main dimensions: tangibles, reliability, responsiveness, assurance, and empathy. Kotler and Keller (2016) state that service quality is a key factor in creating customer satisfaction and loyalty. In the context of hospitals, service quality is an indicator of the success of healthcare institutions.

Service quality is strongly influenced by the behavior and competence of service providers. Zeithaml et al. (2018) emphasized that direct interaction between staff and customers significantly determines perceptions of service quality. Tjiptono (2019) stated that service quality is subjective because it is heavily influenced by customer experience and perceptions. Gronroos (2007) divides service quality into technical quality (service outcomes) and functional quality (service processes). In hospitals, patients assess not only the outcome of treatment but also the manner in which care is provided by healthcare professionals.

In the healthcare industry, service quality has direct implications for public trust and hospital sustainability. Donabedian (2003) states that healthcare quality encompasses the structure, process, and outcomes of services. WHO (2022) emphasizes that quality healthcare must be safe, effective, patient-centered, and sustainable. Therefore, hospitals that consistently maintain service quality will have a strong competitive edge. The quality of service at Pondok Kopi Islamic Hospital in Jakarta reflects the effectiveness of the training and competency level of its healthcare workers.

## **METHOD**

### **Types Of Research**

This study uses a quantitative approach with a causal associative research method, namely research that aims to determine the influence or causal relationship between two or more research variables. According to Sugiyono (2019), quantitative research is used to examine a specific population or sample by collecting data using research instruments and statistical data analysis.

The causal associative approach was chosen because this study seeks to explain the influence of training and competence as independent variables on service quality as the dependent variable. Sekaran and Bougie (2017) stated that causal research is very relevant when researchers want to test hypotheses regarding the relationships between variables that have been formulated theoretically. Thus, this approach is considered appropriate to answer the research objectives and produce objective and empirically testable findings.

### **Research Population and Sample**

The population in this study was all healthcare workers and support staff at the Jakarta Islamic Hospital Pondok Kopi, totaling 245 people. According to Sugiyono (2019), a population is a generalized area consisting of objects or subjects that have certain characteristics determined by the researcher to be studied and conclusions drawn. Given the large population and limited time and respondent access, this study used a sampling technique.

The research sample was determined at 89 respondents, selected using a probability sampling technique with a simple random sampling approach, so that each member of the population has an equal chance of being selected as a respondent. Sekaran and Bougie (2017) stated that a sample size proportional to the population is sufficient to produce reliable and generalizable research results.

### **Method Of Collecting Data**

The data collection method in this study used a questionnaire as the main instrument. The questionnaire was structured as a closed-ended statement with a five-level Likert scale, ranging from strongly disagree to strongly agree, to measure respondents' perceptions of training, competence, and service quality variables. According to Sugiyono (2019), a questionnaire is an efficient data collection technique if the researcher knows the variables to be measured and the number of respondents is relatively large.

Sekaran and Bougie (2017) also emphasized that questionnaires are effective in quantitative research because they are able to produce structured data that is easy to analyze statistically. The use of questionnaires in this study aims to obtain objective, systematic data that can represent the actual conditions at the Jakarta Islamic Hospital, Pondok Kopi .

### **Research Instruments**

The research instrument was a questionnaire compiled based on research variable indicators. Training variables were measured using indicators of training needs, training materials, training methods, instructor competency, and training evaluation (Dessler, 2020; Noe, 2020).

Competency variables were measured using indicators of knowledge, skills, attitudes, and interpersonal abilities of healthcare workers (Spencer & Spencer, 1993; Wibowo, 2016). Meanwhile, service quality variables were measured using the SERVQUAL dimension, which includes tangibles, reliability, responsiveness, assurance, and empathy (Parasuraman et al., 1988; Tjiptono, 2019). All instruments were systematically compiled to ensure the validity and reliability of the measurements for each research variable.

### Data Analysis Methods

The data analysis method in this study used the Statistical Package for the Social Sciences (SPSS) version 29. Data analysis was carried out through several stages, namely instrument validity and reliability tests, classical assumption tests (normality, multicollinearity, and heteroscedasticity tests), and multiple linear regression analysis to examine the effect of training and competency on service quality.

According to Ghozali (2021), multiple linear regression is used to analyze the relationship between one dependent variable and two or more independent variables. Sugiyono (2019) added that inferential statistical analysis aims to test research hypotheses and draw conclusions based on sample data. The use of SPSS version 29 is expected to produce accurate, systematic, and scientifically accountable data analysis.

### Validity Testing

$$r_{xy} = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{n(\sum X^2) - (\sum X)^2} \cdot \sqrt{n(\sum Y^2) - (\sum Y)^2}}$$

The basis for decision making in validity testing is as follows : 1)If the r value is positive and the r result is > r table , then the item or variable is valid. 2)If the r value is negative and r result < r table or r result is negative > r table then the item or variable is invalid.

A questionnaire is declared valid if the r value obtained from the calculation results (r<sub>xy</sub>) is greater than the table r value (5%).

### Instrument Reliability Test

According to Arikunto (2020:221), reliability refers to the degree to which an instrument is sufficiently reliable to be used using the Cronbach's Alpha formula. The formula used in this reliability test is as follows:

$$r_1 = \left[ \frac{k}{(k-1)} \right] \left[ \frac{S_t^2 - \sum p_i q_i}{S_t^2} \right]$$

The basis for decision making in the reliability test in this study is as follows: 1)If the r alpha value is positive and r alpha > r table , then the item or variable is reliable. 2)If the r alpha value is negative and r alpha < r table or r alpha is negative > r table , then the item or variable is not reliable.

### Multiple Regression Analysis

Sugiyono (2019:277) proposed multiple linear regression analysis used to make predictions, how the value of a variable changes dependent if the value of the independent

variable is increased or decreased. This analysis is used by involving two or more independent variables. between the dependent variable (Y) and the independent variables (X 1 , and X 2 ), This method is used to determine the strength of the influence between several factors. independent variables simultaneously with the dependent variable

$$\mu_{Y/X_1, X_2, \dots, X_n} = A + B_1X_1 + B_2X_2 + \dots + B_nX_n$$

technique used in this study was multiple linear regression. The analysis was conducted computerized using the computer program Statistical Product and Service Solutions (SPSS) Version 29 for Windows .

### Hypothesis

#### Hypothesis 1 (H1)

H0: Training does not have a significant effect on the quality of service at the Jakarta Islamic Hospital Pondok Kopi.

Ha1: Training has a significant effect on the quality of service at the Jakarta Islamic Hospital Pondok Kopi.

#### Hypothesis 2 (H2)

H0<sub>2</sub>: Competence does not have a significant effect on the quality of service at the Jakarta Islamic Hospital Pondok Kopi.

Ha<sub>2</sub>: Competence has a significant influence on the quality of service at the Jakarta Islamic Hospital Pondok Kopi.

#### Hypothesis 3 (H3)

H0<sub>3</sub>: There is no simultaneous influence between training and competence on the quality of service at the Pondok Kopi Islamic Hospital in Jakarta.

Ha<sub>3</sub>: There is a simultaneous influence between training and competence on the quality of service at the Jakarta Islamic Hospital Pondok Kopi.

### F Test

The F test is used to determine whether there is a simultaneous influence between the independent variables on the dependent variable. The F test formula according to Sugiyono (2019:190) is as follows:

$$F = \frac{R^2/k}{(1-R^2)/(n-k-1)}$$

Information:

F = F value (F count )

R 2 = Multiple correlation coefficient

K = Number of independent variables

n = Sample size

The basis for making the decision is as follows:

- 1)If F count < F table , then H 0 is accepted.
- 2)If F count > F table , then H0 is rejected .

**Coefficient of Determination**

The definition of the coefficient of determination according to Andi Supangat (2018:350) is: " The coefficient of determination is a quantity to show the level of strength of the relationship between two or more variables in the form of a percentage (showing how much percentage of the diversity of y can be explained by the diversity of x), or in other words how much x can contribute to y."

Mudrajad Kuncoro (2021:100) states that the coefficient essentially measures the model's ability to explain variation in the dependent variable. The coefficient of determination is between zero (0) and one (1). A small r2 value indicates that the independent variables' ability to explain variation is very limited. A value close to one indicates that the independent variables provide almost all the information needed to predict variation in the dependent variable.

The magnitude of the relationship between the variables "X 1 " and "X 2 " with the variable "Y" can be determined by using the coefficient of determination analysis, which is obtained by squaring the correlation coefficient. Based on the definition above, the coefficient of determination is part of the total diversity of the dependent variable that can be calculated by the diversity of the independent variable calculated with the coefficient of determination with the basic assumption that other factors outside the variable are considered fixed or constant. To determine the value of the coefficient of determination, it can be calculated using the formula:

$$K_d = r^2 \times 100\%$$

**Information:**

Kd = Value of coefficient of determination

r = Correlation coefficient value.

**RESULTS AND DISCUSSION**

**T-Test (Partial)**

**Tabel Hasil Uji T**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	18,256	3,413		5,349	<0,001
Pelatihan	0,426	0,074	0,513	5,773	<0,001
Kompetensi	0,197	0,073	00,240	2,702	0,008

a. Dependent Variable: Service Quality

Source: SPSS Data Processing 29, 2025

Based on the results of the t-test to determine the influence of each independent variable on Service Quality, the following results were obtained: 1) Training (X<sub>1</sub>) The test results show a calculated t value of 5.773 > from t table 1.988, with a significance level <0.001. The significance value is smaller than 0.05, so H<sub>0</sub> is rejected and H<sub>1</sub> is accepted. Thus, it can be concluded that Training has a positive and significant effect on Service Quality.

This shows that the more intensive the training carried out by employees, the more the service quality will increase. 2)Competence (X<sub>2</sub>) The t-test results show a calculated t-value of 2.702 > from t-table 1.988, with a significance level of 0.008. A significance value smaller than 0.05 indicates that H<sub>0</sub> is rejected and H<sub>2</sub> is accepted. Thus, Competence has a positive and significant effect on Service Quality. This means that increasing employee competence will have an impact on increasing the effectiveness of service quality work.

**F Test (Simultaneous)**

**F Test Results Table**

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	698,859	2	349,429	29,689	<.001 <sup>b</sup>
Residual	1012,198	86	11,770		
Total	1711,056	88			

a. Dependent Variable: Service Quality

b. Predictors: (Constant), Training, Competence

Source: SPSS Data Processing 29, 2025

Based on the results of the F test, the calculated F value was 29.689 520 > from f table 3.10, with a significance level of <0.001 (<0.05). This indicates that Training and Competence simultaneously have a positive and significant effect on Service Quality. Thus, the regression model used is appropriate to explain the influence of independent variables on the dependent variable.

**Coefficient of Determination Test (R<sup>2</sup>)**

**Table of Results of the Determination Coefficient Test (R<sup>2</sup>)**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.639 <sup>a</sup>	0.408	0.395	3,431

a. Predictors: (Constant), Training, Competence

b. Dependent Variable: Service Quality

Source: SPSS Data Processing 29, 2025

Based on the analysis results, the R Square (R<sup>2</sup>) value was obtained at 0.408. This indicates that 40.8% of the variation in Service Quality can be explained by the Training and Competence variables, while the remaining 59.2% is influenced by other variables outside this research model.

The Adjusted R Square value of 0.395 shows that after adjusting for the number of independent variables, the contribution of the two variables to Service Quality is 39.5%.

### **The Influence of Training on Service Quality**

The results of the study indicate that training has a positive and significant effect on service quality, as evidenced by the t-statistic value of 5.773, which is greater than the t-table of 1.988, with an influence coefficient of 0.426 and a P-value  $<0.05$ , which is  $<0.001$ . This finding indicates that the more intensive, structured, and relevant the training provided to employees, the higher the quality of service produced. Training allows employees to update their knowledge, improve their technical and non-technical skills, and develop a professional work attitude in serving patients. In the hospital context, training is an important tool to ensure that the services provided are in accordance with standard operating procedures and the demands of health service quality.

The results of this study align with the training theory proposed by Noe (2019), which states that training is a systematic process designed to improve employee work competencies so they can deliver optimal performance. Furthermore, Armstrong (2020) emphasized that ongoing training plays a crucial role in improving the quality of organizational services by strengthening human resource capabilities. These findings also align with previous research, such as that by Sudrajat and Framesthi (2024) and Setiawan et al. (2023), which concluded that healthcare worker training has a significant impact on improving the quality of hospital services. Therefore, the results of this study strengthen the empirical evidence that training is a strategic factor in improving service quality.

### **The Influence of Competence on Service Quality**

The results of the study indicate that competence has a positive and significant effect on service quality, as indicated by the t-statistic value of 2.702, which is greater than the t-table of 1.988, with an influence coefficient of 0.197 and a P-value  $<0.05$ , namely 0.008. This indicates that employees who have high competence, both in terms of knowledge, skills, and professional attitudes, tend to be able to provide higher quality services. Competence enables employees to work effectively, accurately, and responsively to patient needs, thereby increasing positive patient perceptions of the quality of hospital services.

These findings align with the competency theory proposed by Spencer and Spencer (in Armstrong, 2020), which states that competency is a fundamental individual characteristic closely related to superior performance. Furthermore, Mangkunegara (2019) explains that strong competency will drive improvements in organizational performance and service quality. These findings also align with previous research, such as that by Mulyani et al. (2024) and Novitasari et al. (2023), which demonstrated that healthcare worker competency significantly impacts the quality of hospital services. Therefore, competency is a crucial factor in supporting the delivery of quality healthcare.

### **The Simultaneous Effect of Training and Competence on Service Quality**

The research results show that training and competency simultaneously have a positive and significant impact on service quality. This indicates that improving service quality is not solely determined by a single factor, but rather is the result of a synergy between effective training implementation and adequate employee competency levels. Training plays a role in updating and developing employee capabilities, while competency serves as the foundation that enables employees to optimally implement training outcomes in the service process. Thus, the combination of training and competency running simultaneously will result in more professional, responsive services that meet hospital quality standards.

These findings align with human resource management theory, which states that performance and service quality are the result of the interaction between capacity development

through training and individual competency mastery (Noe, 2019; Armstrong, 2020). Furthermore, these findings align with previous research, such as that by Sudrajat and Framesthi (2024) and Mulyani et al. (2024), which concluded that training and competency together significantly influence hospital service quality. Therefore, these findings emphasize that efforts to improve service quality at Pondok Kopi Islamic Hospital in Jakarta require an integrated approach, strengthening training programs while continuously improving employee competency.

## CONCLUSION

Based on the research results, it can be concluded that training has a positive and significant impact on service quality at Pondok Kopi Islamic Hospital in Jakarta. The more intensive, structured, and relevant the training provided to employees, the higher the quality of service produced. Training has been proven to improve knowledge, technical and non-technical skills, and foster a professional work attitude, which is essential in healthcare. Therefore, training is a strategic instrument in ensuring hospital services meet operational standards and healthcare quality requirements.

In addition to training, employee competency has also been shown to have a positive and significant impact on service quality. Employees with high competency, both in terms of knowledge, skills, and professional attitudes, tend to provide more effective, accurate, and responsive services to patient needs. Competence enables employees to perform their duties optimally and minimize service errors, thus contributing directly to improving patient perceptions of hospital service quality.

Simultaneously, training and competency have a positive and significant impact on service quality at Pondok Kopi Islamic Hospital in Jakarta. This finding indicates that improving service quality cannot be achieved partially, but rather through synergy between effective training implementation and continuous employee competency development. Therefore, efforts to improve hospital service quality require an integrated approach, strengthening the needs-based training system and standardized competency development to create professional, high-quality services that are oriented toward patient satisfaction.

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