

THE INFLUENCE OF MOTIVATION AND COMPETENCE OF HUMAN RESOURCES ON THE PERFORMANCE OF NURSES AT MURNI ASIH TANGERANG HOSPITAL

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ABSTRACT

This study aims to examine the influence of motivation and competence of human resources (HR) on the performance of nurses at Murni Asih Tangerang Hospital. This study used a quantitative method involving 93 respondents who were nurses in Murni Asih Tangerang Hospital using SPSS software version 27. Data analysis was carried out using multiple linear regression. The results of the study partially show that Motivation has a positive and significant influence on nurse performance. The results of the HR Competence research have a positive and significant influence on nurse performance. At the same time, the motivation and competence of human resources together have a significant effect on nurse performance. These results show that increasing motivation and developing human resource competence is an important factor in improving the performance of nurses in hospitals.

INTRODUCTION

Hospitals as one of the health institutions have an important role in providing quality health services to the community. The quality of health services in hospitals is highly dependent on the performance of health workers, especially nurses, who function as the spearhead in serving patients. A good level of performance can be achieved through the synergy of various factors, including the motivation and competence of existing human resources (HR).

Work motivation is a psychological factor that encourages a person to perform better. motivation is a process that generates enthusiasm and perseverance to achieve a certain goal. Nurses who are well motivated will work more productively, provide

optimal services, and show a high commitment to their work (Robbins 2019). At Murni Asih Hospital Tangerang, nurses' motivation can be influenced by various things, such as reward systems, career development opportunities, and a conducive work environment.

In addition to Motivation, Human Resource Competence also plays an important role in determining nurse performance. Competence is defined as a combination of skills, knowledge, and attitudes necessary to perform tasks effectively (Spencer & Spencer 2021). In the context of health care, nurses who have high competence will be able to provide medical services in accordance with set standards, as well as adapt to the development of technology and treatment methods that are constantly changing.

In the midst of the challenges faced by the health world today, such as the increasing number of patients and the complexity of medical cases, Murni Asih Tangerang Hospital is required to continue to improve the quality of services. One of the efforts made is to pay attention to the factors that affect the performance of nurses. This study aims to analyze the influence of motivation and competence of human resources on the performance of nurses at Murni Asih Tangerang Hospital, so that it can provide recommendations for hospital management to improve productivity and service quality. Thus, the importance of understanding the role of motivation and competence in improving nurse performance is the background of this study. The results of this study are expected to contribute to the management of human resources in the health sector, especially in hospitals, in order to improve health services to the community.

Research on the influence of motivation and competence on the performance of nurses in the health sector, especially in hospitals, shows mixed results. "high motivation has a positive effect on the performance of nurses, especially in hospital environments that demand maximum service." (Haidi 2022). This shows that nurses who feel motivated will be more productive in providing services to patients. However, these results contrast with the findings of (Erwin 2021), which states that "excessive motivation can lead to stress and burnout, thus negatively affecting nurse performance." In this context, it is important to understand that too much pressure to perform can reduce the quality of work, especially in hospitals that have high stress levels.

Meanwhile, in terms of competence emphasized that "competence in medical knowledge and skills is a key factor that supports nurses' performance in providing quality services.". This study shows that without adequate competence, nurses, despite high motivation, still cannot achieve optimal performance. On the other hand, found that "competence does not have a significant influence on the performance of nurses at the mother's hospital," which suggests that other factors may be more influential in certain contexts (Alfiansyah 2023).

From these findings, there is a significant *research gap* related to the influence of motivation and competence on the performance of nurses in hospitals. This difference in results suggests that the influence of the two variables may vary depending on the specific context and environment. Therefore, this study aims to investigate more deeply the influence of motivation and competence of human resources on the performance of nurses at Murni Asih Tangerang Hospital, with an emphasis on the simultaneous interaction between the two variables and considering the possibility of insignificant outcomes.

In conclusion, this study aims to examine the influence of motivation and competence of human resources on the performance of nurses at Murni Asih Tangerang

Hospital. In the era of increasingly complex health services, the role of nurses, especially nurses, is very crucial in providing quality services to patients. Various previous studies have shown that motivation and competence have a significant impact on nurse performance. However, there are differences in results that suggest that these factors can interact in a complex way in a hospital context. Therefore, this study is expected to provide a deeper understanding of how motivation and competence contribute to nurse performance and offer useful recommendations for human resource management in the health sector.

Based on the description above, the researcher is interested in conducting a study entitled "The Influence of Motivation and Competence of Human Resources on the Performance of Nurses at Murni Asih Tangerang Hospital"

LITERATURE REVIEW

Motivation

Motivation is an important factor that affects the performance of the workforce, including nurses in the health sector. states that intrinsic and extrinsic motivation have a positive effect on nurses' performance. Intrinsic motivations such as the desire to provide good service and self-satisfaction with work, as well as extrinsic motivations such as incentives or recognition from management, together improve the quality of nurse work. The study also found that the higher the motivation of nurses, the better their performance in various hospitals. The results of this study are in line with previous research conducted by (Robbins & Judge 2019), (Kurniawan at al 2019), (Tomy Sun Siagian and Hazmanan Khair 2020), (Vroom 2020) and (Haidi 2022) motivation has a positive and significant effect on nurses' performance, especially in the hospital environment. The conclusion of this study states that motivation has a positive and significant effect on nurse performance. From the explanation above, the hypothesis can be taken as follows:

H1: Motivation has an influence on nurse performance.

Competence of Human Resource

Competence of Human Resource is a crucial element that can improve nurse performance. shows that nurses who have high competence tend to show better performance. Competencies include the knowledge, skills, and attitudes necessary to provide quality health services In this context, stated that nurse competence is the main key factor, in providing quality services, adequate competence, and a good work environment, can achieve more optimal performance. The results of this study are in line with previous research conducted by (Luthans 2019), (Atami Bunarya 2021), (Alfiansyah 2021), (Budi 2021) and (Soeprihanto 2022) stating that HR competencies have a positive and significant effect on employee performance. The conclusion of this study states that resource competence has a positive and significant effect on nurse performance. From the explanation above, the hypothesis can be taken as follows:

H2: Human resource competence has an influence on nurse performance.

Nurse Performance.

Motivation and competence both contribute to nurse performance simultaneously.

Previous research has shown that when nurses' motivation and competence increase, their performance also tends to improve. This shows the importance of integration between these two factors in an effort to improve the performance of nurses in hospitals. In line with that, stated that motivation can encourage nurses to continue learning and adequate competence can improve the quality of nurses' work so that it becomes more effective. The results of this study are in line with previous research that has been conducted by (Rosmaini and Tanjung 2019), (Wibowo 2020), (Syaiful Bahri 2020), (Decy 2021), (Harsono 2022) and (Widya Aulia at al 2024) who stated that HR motivation and competence together have a positive and significant effect on employee performance. This indicates that the combination of high motivation and good competence will increase the effectiveness of nurses' work in providing the best service to patients. The conclusion of this study states that the motivation and competence of human resources have a positive and significant effect on nurse performance. From the explanation above, the hypothesis can be taken as follows:

H3: Motivation and Competence of human resources have an influence on the performance of nurses.

RESEARCH METHOD

This type of research is quantitative descriptive, the quantitative research method can be interpreted as a research method based on positive philosophy, used to research on a certain population or sample, data collection using research instruments, data analysis is quantitative/statistical, with the aim of testing hypotheses, The study method used in this research is a review of nurse samples through the use of questionnaires as a tool to collect data, The Unit of Analysis is something related to the components that will be examined (Abdussalam 2021). the Unit of Analysis is a research subject that relates to what or who is being researched. For the analysis in this study, nurses at Murni Asih Tangerang.

This research approach uses an associative approach, associative research is a study that uses two or more variables to fulfill the relationship or influence between one variable and another. Associative research is a formulation of a research problem that asks between two or more variables. In this study, an associative research strategy is used to identify the extent of the influence of variable X (independent variable) consisting of Motivation (X1), Human Resource Competence (X2) on the Y variable, namely Nurse Performance (bound variable) both persuasively and simultaneously.

The study method used in this research is a survey research, which is a review of nurse samples through the use of questionnaires as a measuring tool to collect data. The sample is part of the population studied in a study and the results will be considered to be a reflection of the population from which it originated, but not the population itself. The sample is considered to be representative of the population whose results represent the overall observed symptoms, the sample is the part that provides a general overview of the population of (Slamet Rianto 2020).

To determine the sample using Slovin, the Slovin Formula is a method used to determine the sample size of a population in a study. The Slovin formula is used when the researcher does not know the exact number of the population or when the population

is large and the researcher wants to determine the number of representative samples. This formula takes into account the desired error rate or error tolerance.

The population identified in this study is all hospital nurses. Murni Asih Tangerang with a total of 120 nurses with an error rate that can be traced as (5%). It is known that the sample size produced is 92.31 nurses and rounded to 93 hospital nurses. Murni Asih Tangerang with an Error rate of 5%. Data collection method using questionnaires In this study, the questionnaire was made in the form of questions with answers referring to the Likert scale. Data analysis was carried out using multiple linear regression.

RESEARCH RESULTS AND DISCUSSION

Research Results

Normality Test

The normality test aims to test whether in the regression model, the perturbing or residual variables have a normal distribution. As is well known, the t and f tests assume that the residual values follow a normal distribution. If this assumption is violated, then the statistical test becomes invalid for a small sample size. Another statistical test that can be used to test residual normality is the *Kolmogorov-Smirnov non-parametric* statistical test. In its provisions:

1. If the significance value (sig.) > 0.05 , the research is declared to be normally distributed
2. If the significance value (sig.) < 0.05 , the research is declared abnormally distributed.

The results of the normality test of this study are as follows:

Table 4.1

Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		93
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.19319527
Most Extreme Differences	Absolute	.072
	Positive	.072
	Negative	-.044
Test Statistic		.072
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source : Data processed, 2025

Based on the results of the normality test using *the output of SPSS Version 27*, it shows that the significance value (sig.) is $0.200 > 0.05$, then it can be concluded that the

residual value is normally distributed.

Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds a correlation between independent variables. A good regression model should not have correlations between independent variables. If independent variables correlate with each other, then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between other independent variables is equal to zero. Provided that:

1. If the tolerance value > 0.10 and the VIF value < 10 , then multicollinearity does not occurs.
2. If the tolerance value < 0.10 and the VIF value > 10 , then multicollinearity occurs.

The results of the multicollinearity test are as follows:

Table 4.2

Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Motivation (X1)	.950	1.053
	HR Competence (X2)	.950	1.053

a. Dependent Variable: Nurse Performance (Y)

Source : Data processed, 2025

Based on the output results of SPSS Version 27, it shows that the *tolerance* value on the X1 variable is 0.950 while the VIF value is 1.053 while the *tolerance* of the X2 variable is 0.950 while the VIF value is 1.053, therefore, this study is declared to have no multicollinearity (Tolerance value > 0.10 and VIF value < 10).

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is a variance difference from the residual of one observation to another. If the variance from the residual of one observation to another observation is fixed, then it can be called Homoskedasticity and if it is different, it is called heteroscedasticity using the glacier test. Provided that:

1. If the significance value (sig.) > 0.05 , there are no heteroscedasticity symptoms in the regression model.
2. If the significance value (sig.) < 0.05 , then heteroscedasticity symptoms occur in the regression model.

The results of the heteroscedasticity test are as follows:

Tabel 4.3

Heteroscedasticity Test Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	2.324	3.265		.712
	Motivation (X1)	-.021	.075	-.044	.785
	HR Competence (X2)	.025	.061	.067	.677

a. Dependent Variable: RES2

Source : Data processed, 2025

Based on the output results of *SPSS Version 27*, it shows that the value of sig. In the variable X1 (Motivation) is 0.785 and variable X2 (HR Competence) is 0.667, this study is stated to have no heteroscedasticity ($0.785 > 0.05$ and $0.677 > 0.05$). Thus, the regression model in this data does not have heteroskedastic disturbances, so this regression model is suitable for use as research data.

Autocorrelation Test

The autocorrelation test is intended to determine whether or not there is a correlation deviation between sample members. To find out the existence of autocorrelation, a Durbin-Watson (DW) test was carried out by comparing the Durbin-Watson value with the criteria or guidelines in interpretation. The results of the autocorrelation test are as follows:

Table 4.4
Autocorrelation Test Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.819 ^a	.931	.810	1.535	1.390
a. Predictors: (Constant), HR Competence (X2), Motivation (X1)					
b. Dependent Variable: Nurse Performance (Y)					

Source : Data processed, 2025.

Based on the data in table The DW value (1.390) is not in the range between dU (1.690) and 4 - dU (2.310), so it can be concluded that there is an indication of positive autocorrelation in this regression model.

Linear Regression

Multiple regression analysis is a linear relationship between one independent variable (X1) and an independent variable (X2) with a dependent variable (Y). Multiple linear regression is based on the functional or casual relationship of one or more independent variables with dependent variables.

Table 4.5
Linear Regression

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	70.951	7.069		10.037	.002
	Motivation (X1)	1.086	.084	.110	3.022	.000
	HR Competence (X2)	.945	.088	.055	2.511	.000
a. Dependent Variable: Nurse Performance (Y)						

Source: processed data, 2025

Based on the table above, the results of multiple linear regression analysis are as follows:

a. Constant (Intercept)

A constant or intercept value of 70.951 means that if the Motivation (X1) and HR Competency (X2) variables are zero, then Nurse Performance (Y) will be at a value of 70.951. This means that even though there is no influence from these two variables, Nurse Performance still has a base value of 70.951.

b. Coefficient β_1 (Motivation X1)

The coefficient $\beta_1 = 1.086$ indicates that for every increase of one unit in Motivation (X1), then Nurse Performance (Y) will increase by 1.086 units, assuming the variable HR Competency (X2) remains constant. This indicates that the increase in Motivation contributes positively to the improvement of Nurse Performance.

c. Coefficient β_2 (HR Competence X2)

The coefficient $\beta_2 = 0.945$ indicates that for every increase of one unit in HR Competency (X2), then Nurse Performance (Y) will increase by 0.945 units, assuming Motivation (X1) remains constant. This indicates that the improvement of HR Competency has a greater influence on the improvement of Nurse Performance compared to Motivation.

Determination Coefficient (R^2)

The coefficient of determination is used to determine the percentage of influence that the independent variable (X1) and independent variable (X2) have on the dependent variable (Y). The following are the results of the coefficient of determination test using the SPSS Version 27 program. The results of the coefficient of determination test are:

Table 4.6
Determination Coefficient

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.819 ^a	.931	.810	1.535
a. Predictors: (Constant), HR Competence (X2), Motivation (X1)				
b. Dependent Variable: Nurse Performance (Y)				

Source: processed data, 2025

Based on the table above, it was found that the R square was 0.931 or KD = 0.931 x 100% = 93.1%. This shows that the percentage of influence of HR Motivation and Competence on the Performance of Nurses at Murni Asih Hospital Tangerang is 93.1% while the remaining 6.9% is influenced or explained by other variables that are not included in this study.

T Table

To test the significance of the influence, how much influence is found in the study applies to the entire existing population, a correlation coefficient significance test is carried out using a t-test. The following are the results of the t-test:

Table 4.7
T test Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	70.951	7.069		10.037	.002		
	Motivation (X1)	1.086	.084	.110	3.022	.000	.950	1.053
	HR Competence (X2)	.945	.088	.055	2.511	.000	.950	1.053
a. Dependent Variable: Nurse Performance (Y)								

Source: processed data, 2025

Based on the results above, the t-value for the Motivation variable (X1) is 3.022 and the t-value for the HR Competence variable (X2) is 2.511. With a significance level of 0.05 or 5% and based on the results above, a t-value for the X1 variable (Motivation) of 3.022 and a t-value for the X2 variable (HR Competence) of 2.511 were obtained. With

a significance level of 0.05 or 5% and a degree of freedom (df) = n - 2, a table t-value of 1.672 was obtained.

a. Variable X1 (Motivation)

The calculated t value was $3.022 > t$ table (1.672) and the significance value was $0.000 < 0.05$. Therefore, it can be concluded that there is a positive and significant influence between Motivation and Nurse Performance.

b. Variable X2 (HR Competence)

The calculated t-value is $2.511 > t$ table (1.672) and the significance value is $0.000 < 0.05$. Degree of freedom (df) = n - 2, obtained a table t-value of 1.672. Therefore, it can be concluded that there is a positive and significant influence between HR Competency and Nurse Performance.

F Table

By comparing the value of f the calculation result with the value of f according to the table. If the value of the calculation f is greater than the value of the table f, then H_0 is subtracted and accepts H_a . The following results of the f test are as follows:

Table 4.8
F test Results

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.065	2	1.032	15.564	.000 ^b
	Residual	164.666	90	1.830		
	Total	166.731	92			
a. Dependent Variable: Nurse Performance (Y)						
b. Predictors: (Constant), HR Competence (X2), Motivation (X1)						

Source: processed data, 2025

Based on the data of the output results above, the calculated f value is 15.564 and the table f value is 3.09 at a significance level of 0.05. Because f calculation (15.564) > f table (3.09) and significance value of $0.000 < 0.05$, it can be concluded that there is a positive and significant influence between Motivation and Competence of HR on Nurse Performance at Murni Asih Tangerang Hospital.

Discussion

1. There is an Influence of Motivation on Nurse Performance at Murni Asih Hospital Tangerang

Based on the results of the hypothesis test, the research shows that Motivation has a positive and significant influence on Nurse Performance with a calculated t-value of $3.022 > t$ table (1.672) and a significance value of $0.000 < 0.05$. Thus it is stated that the higher the motivation, the higher the performance of the nurse, so a nurse really needs encouragement from herself to be able to improve their performance, high motivation can improve the quality of nurse services. They emphasized the importance of intrinsic and extrinsic motivation in influencing work results.

The results of this study are in line with previous research conducted by (Tomy Sun Siagian and Hazmanan Khair 2020) in the Scientific Journal of Master of Management Vol. 1 No. 1, which states that work motivation has a positive and significant effect on employee performance. High motivation can increase work morale, work productivity, and the quality of nurses' services in carrying out their duties.

2. There is an Influence of HR Competence on Nurse Performance at Murni Asih Hospital Tangerang

Based on the results of the hypothesis test, the research shows that HR Competence has a positive and significant influence on Nurse Performance with a calculated t-value of $2.511 > t_{table} (1.672)$ and a significance value of $0.000 < 0.05$. Thus, the more HR Competence increases, the more nurse performance will increase. With increased HR Competence, nurse performance will be more structured and work productivity will increase, Nurse competence is the main key factor, in providing quality services, adequate competence, and a good work environment, can achieve more optimal performance.

The results of this study are in line with previous research that has been conducted by (Atami Bunarya 2021) in the Journal of Management Vol. 1 No. 2, which states that HR competence has a positive and significant effect on employee performance. Good competencies in nurses, such as technical skills, knowledge, and communication skills, will improve the quality of health care and patient satisfaction.

3. There is a joint influence of HR Motivation and Competence on Nurse Performance at Murni Asih Tangerang Hospital

Based on the results of the research hypothesis test conducted by the author, that Motivation and Competence of HR together on Nurse Performance at Murni Asih Hospital Tangerang Based on the results of the f test, a value of f was obtained calculated at $15.564 > f_{table} (3.09)$ and a significance value of $0.000 < 0.05$, which shows that Motivation and Competence of HR simultaneously have a positive and significant effect on Nurse Performance. The R Square value of 0.931 shows that 93.1% of the Nurse Performance variables are influenced by HR Motivation and Competence, while the remaining 6.9% are influenced by other variables that are not studied.

The results of this study are in line with previous research conducted by (Syaiful Bahri 2020), which stated that HR motivation and competence together have a positive and significant effect on employee performance. This indicates that the combination of high motivation and good competence will increase the effectiveness of nurses' work in providing the best service to patients, Adequate motivation and competence can also improve the quality of nurses' performance to be more productive in completing tasks.

CONCLUSION

The results of the research that has been conducted on the influence of motivation and competence of human resources on the performance of nurses at Pure Asih Hospital can be concluded as follows:

1. Motivation (X1) has a positive and significant influence on the performance of nurses at Murni Asih Tangerang Hospital. This shows that highly motivated nurses tend to show better performance in carrying out duties and responsibilities.
2. Human resource competence (X2) has a positive and significant influence on the performance of nurses at Murni Asih Tangerang Hospital, This proves that the increase in nurses directly improves the quality of services provided to patients.

3. Motivation (X1) and HR Competence (X2) together have a positive and significant influence on the performance of nurses at Murni Asih Tangerang Hospital. These results confirm that the combination of motivation and good HR competence can encourage optimal performance of nurses.

The limitation of this study is that the time in the process of distributing questionnaires to nurses at Murni Asih Tangerang Hospital takes a long time due to the different shift work schedules among the respondents.

The next research suggestion is expected to expand the scope of the research, the goal is to have a wider scope of research results and is expected to strengthen the results of previous research.

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