

# EMPLOYEE PERFORMANCE EVALUATION BASED ON EXPERTISE INDICATORS, WORK KNOWLEDGE, COORDINATION, NEEDS, DESIRE AND LOYALTY AT THE BHAYANGKARA PRESISI HOSPITAL, GORONTALO REGIONAL POLICE

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## ABSTRACT

In this case, Bhayangkara Presisi Hospital, Gorontalo Police is a public service institution that has a great responsibility to ensure that each work unit runs optimally. Therefore, this study aims to identify and evaluate employee performance at Bhayangkara Presisi Hospital, Gorontalo Police through 6 indicators in various work units, such as Medical Records, General Services, Logistics, Planning and Administration (Renmin). This study uses a descriptive qualitative approach with data collection techniques through in-depth interviews. The results of the study indicate that the majority of employees have carried out their duties well according to their educational background, although technical ssstraining is not evenly distributed. Employees show a good understanding of their duties, ability to coordinate, high work motivation, and a professional level of loyalty to their superiors. However, there are still some shortcomings in facilities such as computers and fingerprint devices in several divisions. Performance evaluations are also carried out routinely by superiors through direct observation, and assessments based on documents such as SKP.

**Keywords:** Performance Evaluation, Hospital, Service, Coordination, Loyalty.

## INTRODUCTION

According to Siregar in Mu'ah and Masram (2014:12) Hospitals are also places to organize health efforts, namely every activity to maintain and improve

health and aims to realize optimal health levels for the community. Health efforts are carried out with a maintenance approach, a health approach (promotive),

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disease prevention (preventive), disease healing (curative), and recovery (rehabilitation) which is implemented in a harmonious, integrated and sustainable manner (Sondakh, 2022) .

Expertise is an interest or talent that must be possessed by a person, with the expertise that is possessed it is possible to carry out and complete tasks well with maximum results, the expertise that a person has can be obtained from formal or non-formal education which must be continuously improved, one source of increasing expertise can come from experiences in certain fields (Yona, 2018) .

According to Notoatmodjo (in the journal Susanto et al., 2023) , knowledge is the result of human sensing or the result of someone's knowledge of an object through the senses they have (eyes, nose, ears, and so on) and measuring knowledge can be done by asking or distributing questionnaires that ask about the content of the material to be measured from the research subject or subjects.

Coordination is a factor that influences employee performance (Romli, 2020). Without coordination, individual departments will lose control of their roles in the organization (Medan, 2021) .

Job needs are a crucial element influencing employee motivation and performance. Understanding these needs can help organizations create a better

work environment and increase productivity.

Passion or strong desire in a person that becomes the main driver or motivation in doing work. According to Robbins (Prabu & Wijayanti, 2016) stated that motivation is a process that causes intensity, direction, and continuous effort (persistence) of individuals towards achieving goals. Motivation is a measure of how long someone can maintain their efforts. Motivated individuals will carry out tasks long enough to achieve their goals.

Loyalty is an employee's seriousness in working to achieve company goals (Hasibuan, 2012: 34). Work loyalty is one of the important factors that employees must have, where the more loyal they are, the better the work they produce (Rusyana et al., 2023) .

Performance evaluation is conducted to provide an assessment of the work results or work achievements obtained by the organization, team or individual (Abdullah, 2014) . One of the determining factors of the quality of hospital services is employee performance. Employee performance evaluation is an important aspect in human resource management, especially in the health sector. In addition, performance evaluation is also used to measure the achievement of organizational goals, assess the effectiveness of individual and team

performance, and identify obstacles and barriers faced. The results of this evaluation have a direct impact on the quality of services provided to patients, which ultimately affects the quality and image of the hospital itself.

In this regard, the Gorontalo Regional Police Bhayangkara Presisi Hospital, as a public service institution, has a significant responsibility various work units at Bhayangkara Presisi Hospital, such as Medical Records, General Services, Logistics, and Planning and Administration ( Renmin ) . This evaluation includes aspects of expertise, work knowledge, coordination, work needs, desire to succeed, and loyalty to the job. leadership. By conducting a comprehensive evaluation, it is hoped that a complete picture can be obtained regarding the strengths and weaknesses of each work unit to improve future performance.

## METHOD

This study uses a descriptive qualitative approach with data collection techniques through in-depth interviews with several staff from four work units , namely, the Medical Records Unit, General Service Unit, Logistics Unit

to ensure that each of its work units operates optimally. The performance of employees across the various units significantly determines the quality of healthcare services provided to the public.

This study aims to identify and evaluate employee performance indicators in

Planning and Administration Unit (Renmin) at the Bhayangkara Presisi Hospital, Gorontalo Regional Police. This interview was conducted to dig up core information as well as provide space for exploration of the informant's answers, where the focus of this interview was directed at six main aspects that are indicators of employee performance evaluation, namely Expertise, Work Knowledge, Coordination, Needs, Desire, and Loyalty.

This approach method aims to describe systematically, factual, and accurate information regarding the reality of employee performance at the Bhayangkara Presisi Hospital, Gorontalo Regional Police. The informants interviewed included staff and leaders, in this case the installation head, team head, and room head in each unit.

## RESULTS AND DISCUSSION

Infor mant Code	Init ials	Ge nde r	Age (Ye ars)	Las t edu	Yea rs of	Unit/ Positi on
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### Characteristics of Informants :

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1.	NI	Woman	27	D3 RM IK	2 years	Medical Records Staff	c Service Team
2.	OH	Woman	28	Bachelor of Public Health	3 years	Medical Records Staff	General Service Staff
3.	DJH	Man	27	D3 Health	2 years	Medical Records Staff	Medical Support Logistics Unit
4.	Brigadier HD	Man	32	SENIOR HIGH SCHOOL	2 years	Head of Agency	Renmin Room
5.	AR	Man	24	S1 Law	7 Years	Head of Publi	Renmin Staff
6.	NS	Woman	30			S1 Hospital Administration	
7.	IH	Man	40			D3 Nursing	
8.	HK	Man	45			S1 Law	
9.	BJI	Woman	35			S1 Law	

Based on the informants, it can be seen that the informants involved in this study came from various units and work positions at the Bhayangkara Presisi Hospital, Polda Gorontalo, with varying educational backgrounds, ages, and length of service. Most of the informants were male, with an age range of 24 to 45 years. The educational background of the informants ranged from high school to

undergraduate level, with relevant fields of study such as Medical Records, Public Health, Nursing, Hospital Administration, and Law. The length of service of the informants also varied, ranging from 2 years to 15 years, indicating a variety of work experiences that can provide different perspectives in evaluating employee performance.

## INTERVIEW RESULTS

### A. Skill

#### 1. Does education match the job?



**Informant 1 (Public Service Administration Staff)**

" Eeh, when I was in college, I thought it was the same as the first batch of Bina Mandiri University, hospital administration."

**Informant 2 (Medical Records Staff)**



"Yes, but the title is not appropriate."

**Informant 3 (Planning and Administration Staff)**



"Actually, my education is not suitable for my current job, because I graduated from law school and my current job is more in the planning and administration field (RENMIN) at Bhayangkara Persisi Hospital, Gorontalo."

**Informant 4 (Logistics Staff)**



"My education is D3 Nursing, here the position in the hospital is according to rank"

2. Have you ever done technical guidance during work? If yes, when was the technical guidance conducted?

**Informant 1 (Public Service Staff)**

"For training, it seems like it's only before working during training, especially if you want to use a hospital SIM, so if there's a mistake, Sadiki can't do it, it's very risky for the hospital, especially if it's at a critical stage or something. For seminars like that, I've only done it once, for EE or guidance for Microsoft Excel. For computer operations, I was shown at the beginning of work."

**Informant 2 (Medical Records Staff)**

"In this hospital? I've been here before, if I remember correctly, last month, only twice."

**Informant 3 (Planning and Administration Staff)**

"Yes, I have done technical guidance such as attending training, activities outside of that also discuss problems with assignments and work."

**Informal 4 (Logistics Staff)**

"If there is training, but the training here is mostly for the operational part, except for structural training, there is procurement of goods and services."

3. What do you do if the computer turns off while there is data to be input?

**Informant 1 (Public Service Staff)**

"If the computer is down, usually we will contact the hospital IT team first, if for example it is still slowing down the service, it's like there is a pause in the service, so we will wait until it is continued if the computer is okay. It used to be manual but when I didn't have a hospital SIM card, if now the computer is down, I will immediately contact IT, usually IT will respond immediately to the computer, but there are several computers, so if there is a problem with one computer, it's not a big problem, but it doesn't happen often."

**Informant 2 (Medical Records Staff)**

If the computer dies, can you just wait for it to turn on? If there's data that can be input like that, there's a mini generator like that, why the black one, come on, that's the one that can turn on the computer like that. Well, the name is UPS"

**Informant 3 (Planning and Administration Staff)**

"The first thing I do is never panic at all because it causes my mind to be very chaotic and not focused on finding a solution to fix a dead computer, I think calmly and try to fix it according to my ability, my trust but if it is beyond my ability and difficult to fix I immediately contact IT who understands and has experience to fix a dead computer."

**Informant 4 (Logistics Staff)**

"Now that we're online, we have all the applications, but we also have manual notes and file backups, not just on one computer. We also have an account for each of us, so if the computer crashes or something, it won't be a problem."

**B. Working Knowledge**

1. Can you explain in detail about your main duties and responsibilities in this position?

**Informant 1 (Public Service Staff)**

If the training seems to only be before working during training, especially if you want to use a hospital SIM, so if there is a mistake, Sadiki can't be very risky for the hospital, especially if it's a critical stage or something like that. If it's for a seminar like that, it's only been once, that's for ee or guidance for what e Microsoft Microsoft Excel, if it's for computer operation, it's given to show at the beginning of work."

**Informant 2 (Medical Records Staff)**

"How to build this language, later I will tell you. Our first responsibility here is to check the status, provide status, then transfer status to the status that has been stored since January 2022 until now, so our responsibility there is big, what if it gets lost or if it's just found and there's nothing, we're all to blame."

**Informant 3 (Planning and Administration Staff)**

"I work in the renmin room, collecting letters such as incoming letters, outgoing letters and disposition letters, before the letter enters the leader's room, I first check and control the letter from the letter maker. By working together as a team, so if I don't understand or have difficulty understanding this job, I ask for help from my colleagues to provide solutions so that I can carry out the tasks, roles and responsibilities as well as possible that have been given by the head of the room."

**Information 4 (Logistics Staff)**

"My duties and responsibilities are as a medical support officer overseeing several departments, such as the pharmaceutical installation. Jangmed itself has supporting medical equipment, so if I were to take it from a hospital perspective, it would be different, because the system is different."

1. Are there any specific methods or ways that have helped you better understand the roles and responsibilities of the work you do? If so, could you share a little about them?

**Informant 1 (Public Service Staff)**

"There's no specific method. It's just that our work depends on our job

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description. For example, in the outpatient service administration, we serve patients, meaning we serve patients registered at the hospital, then we educate them about the specific clinics, such as the dental clinic, eye clinic, and others."

**Informant 2 (Medical Records Staff)**

"There's a way to be able to finish work quickly. First of all, when we get here, we'll provide the status first, then we'll hand over the status to the emergency room, then after providing the arrangement, then immediately deliver it to the admins, but please check it first and then check with the officers."

**Informant 3 (Planning and Administration Staff)**

"By working as a team, if I don't understand or have difficulty understanding something about this job, I ask for help from my colleagues to provide solutions so that I can carry out the tasks, roles, and responsibilities given by the head of the department as well as possible."

**Informant 4 (Logistics Staff)**

"I don't have a specific method, because we have been placed in jobs that are in accordance with our respective education."

**C. Coordination**

1. How do you coordinate with other departments or lines if necessary? Is

the coordination done in the form of direct conversations, official letters, or media such as WhatsApp/email?

**Informant 1 (Public Service Staff)**

"If coordination is only done in person, if not via telephone, using a letter is too excessive in the sense of being too formal."

**Informant 2 (Medical Records)**

"Through the contents of the heart, through this WhatsApp WA, napa ada telephone ruangan, baru torang olo mo come langsung, mar so balebe itu jika dorang mo pick up telp."

**Informant 3 (Planning and Administration Staff)**

"For example, if I need to deliver letters or assignments, as long as I'm not outside of office hours, I'll meet them in person to coordinate. However, if I'm outside of office hours, I'll coordinate via WhatsApp or a WhatsApp group."

**Information 4 (Logistics Staff)**

"Usually, it can be discussed directly or coordinated through information meetings, and for the procurement of goods, it is not necessarily said that there must be correspondence first, for example, the pharmaceutical installation submits to me, the medium, then I submit it to the KARUMKIT, then the KARUMKIT submits it to the regional police."



2. Have you ever encountered any challenges while coordinating? If so, how did you overcome them to ensure smooth coordination? And were there any alternatives, or perhaps support or suggestions from your superiors or colleagues when you encountered these issues?

**Informant 1 (Public Service Staff)**

"What, uh, there's no, there's no, for example, for coordinating the schedules of doctors in the polyclinic, it all depends on the doctor, because it's adjusted to the doctor, for example, if the doctor has urgent business, especially if, for example, this eye doctor is a police officer, so if, for example, there are police activities in the office during the day, they have to reconfirm with the doctor if, for example, there are patients."

**Informant 2 (Medical Records Staff)**

"There are no obstacles, Anggu."

**Informant 3 (Planning and Administration Staff)**

"In my work, there are definitely obstacles or challenges in the tasks I do or in writing letters."

**Informant 4 (Logistics Staff)**

"There are obstacles, until now we haven't had any problems if we want to coordinate between units or between staff."

**D. Need**

1. Now that we are using a SIMRS-based system, are the needs such as computers fully met in this unit? And what has not been met?

**Informant 1 (Public Service Staff)**

"Yes, it's fulfilled, everything is there, all the admins here have computers, if for the needs that need to be added, this is fingerprints, so actually yesterday it was fulfilled like yesterday here, initially there were 3 face IDs here, there were fingerprints."

**Informant 2 (Medical Records Staff)**

"Here you two, what's going on? Well, you two have a printer and a computer. We only have this laptop."

**Informant 3 (Planning and Administration Staff)**

"Previously, 90% of the needs for computers and laptops were met, especially since we were using the SIMRS application and thank God, all the needs in this room have been met."

**Informant 4 (Logistics Staff)**

"Computers and core work devices are generally available. Some additional devices are still lacking, such as fingerprints and printers."

1. Are there any specific technology or administrative software needs that you think the hospital should provide for your room?

**Informant 1 (Public Service Staff)**

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"But now there is 1 face ID given to the IGD with 1 fingerprint to another IGD, so here there are only 2 face IDs with 1 fingerprint"

**Informant 2 (Medical Records Staff)**

"what we need most is printing"

**Informant 3 (Planning and Administration Staff)**

"If, for example, the number of members and jobs increases, it is also possible that facilities such as computers and so on will be added."

**Informant 4 (Logistics Staff)**

"There are no specific needs, because all the computers in this room are so complete."

**E. Desire**

1. What is the biggest challenge you have ever experienced in managing logistics at the hospital?

**Informant 1 (Public Service Staff)**

"Maybe this is a challenge in dealing with patients who are moody, especially if, for example, there is a patient who doesn't accept it, for example, there is a patient who wants to go to the obstetrics and gynecology polyclinic, there are 3 new doctors, if for example, this 1 doctor is not there, this is the first time the patient wants to see that doctor, well, we have to educate them again, if that doctor hasn't provided any service today, then the

patient wants to change to a new doctor, but if, for example, changing doctors requires permission from the previous doctor, but the doctor doesn't give permission, then that's what we want to give the patient good understanding."

**Informant 2 (Medical Records Staff)**

"That's why I saved it in failing, I saved the status in failing, there was a challenge when I was doing casemix when I asked for patient status, there was one patient whose status I couldn't get, so at that time it was a challenge, I just got that status in the pharmacy room."

**Informant 3 (Planning and Administration Staff)**

"If the challenges so far can still be overcome and communication is very good and the opinions we give are partly accepted and partly not accepted, I also cannot force someone to accept my opinion, I only try to find people who can communicate well, seek deeper knowledge so that my understanding is broad in work."

**Informant 4 (Logistics Staff)**

"High motivation is possessed by all informants. Challenges are overcome with a professional approach and communication".

2. What motivates you to continue working in this unit? How long is it likely to be?

**Informant 1 (Public Service Staff)**

"Maybe it's a fun environment, and my colleagues are also supportive. That's how it is for me personally, but how long it takes depends."

**Informant 2 (Medical Records Staff)**

"We have this motivation, it's kind of like if you want to buy this, buy a bib, that's motivation, right? Because there are people who want to get it, let's buy it halal. That's one of the motivations"

**Informant 3 (Planning and Administration Staff)**

"My first motivation is that I'm incredibly grateful for having a decent and excellent job. So, I must be even more enthusiastic and not waste the opportunities and blessings God has given me. This job can help me meet the needs of my small family and my parents."

**Informant 4 (Logistics Staff)**

"I think this motivation is more about the title that I got during college, and then I can invite people to collaborate, meaning that no one is stingy with knowledge if they ask."

**F. Loyalty**

1. If there is an order from KR that comes suddenly, do you usually do it

immediately or postpone it and finish the main work first? So how do you make decisions?

**Informant 1 (Public Service Staff)**

"If I want to give you something, I'll finish what I'm working on now, then when it's done, I'll follow what you tell me, but in quotation marks, it's not urgent."

**Informant 2 (Medical Records Staff)**

"My evaluation method is that I look at how they work, how loyal they are in carrying out the tasks given, responsibility in a job, that's my method..."

**Informant 3 (Planning and Administration Staff)**

"I first check whether the new task is urgent or not compared to the tasks I'm pursuing previously, so I prioritize the more urgent ones and immediately work on them. If my task is not urgent, I prioritize the tasks from my superiors."

**Informant 4 (Logistics Staff)**

"Superior orders are carried out according to priority. Discussions are held to maintain professionalism. Loyalty is interpreted critically"

2. If you don't agree with KR's decision, do you usually just go along with it or discuss it first? Is there another way to remain professional without being pushy? If so, what are some examples?

**Informant 1 (Public Service Staff)**

"So far I've been following the rules, because I also work here so I follow the rules. If I want to discuss things with my colleagues, there are, but if it's not popular, what's the loss for us, then I'll just follow it."

**Informant 2 (Medical Records Staff)**

"I use the SKP instrument which is like a graph."

**Informant 3 (Planning and Administration Staff)**

"It's also a decision, we still have to discuss it first to make the right decision, so for example, we have made our own decision but are not sure about the decision, then we hold a meeting with the head of the room. The head of the room also does not carelessly make his own decision unless it is fatal and can no longer be controlled, whether he likes it or not, the head of the room must make the right decision, be sure and can no longer be changed, then we must follow his orders or his decision."

**Informant 4 (Logistics Staff)**

"What is certain is that if there is a direct decision from above, whether you agree or not, you have to listen/agree."

3. According to you, loyalty means always obeying, or can you also provide input if KR or his colleagues are not doing what they should? If

not, why? If so, why do you think that?

**Informant 1 (Public Service Staff)**

"Kase input, you still need to input, if you just follow along, you're not being loyal, you're a slave, so that's what you need to input."

**Informant 2 (Medical Records Staff)**

"Loyalty is having the courage to tell you what is right and what is wrong, not just saying yes."

**Informant 3 (Planning and Administration Staff)**

"Loyalty, according to me and other colleagues, we carry out the tasks given by the staff with enthusiasm, sincerity, without complaining and obeying the rules in the hospital and in the work room."

**Informant 4 (Logistics Staff)**

"I myself always listen and follow the input from the head of the hospital"

**G. Evaluation**

1. How do you as team leader evaluate staff?

**Informant 1 (Head of Public Service Team)**

For now I conduct an evaluation on the staff every month periodically, where I will see the work of the staff to what extent the mistakes are. If there is a staff who accidentally makes a mistake then I will give input on what he needs to fix, but for his actions now there is none. For

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excellent staff performance he will get a reward, in the form of a certificate, cash, and also a meal voucher."

**Informant 2 (Head of Medical Records Team)**

"The head of the installation said that staff performance evaluations are carried out periodically through direct observation of staff work activities, monitoring of report results and completeness of data in SIMRS, as well as use of evaluation instruments such as SKP. "In addition, input from other departments, such as inpatient care or casework, is also taken into consideration when assessing staff performance. If challenges are encountered, discussions or coaching are addressed. Soft skills such as loyalty, teamwork, and professionalism are also assessed in this comprehensive evaluation process." (BRIPDA Helmi Djuko).

**Informant 3 (Head of Planning and Administration Staff Team)**

"Our leadership consistently conducts regular performance evaluations using performance assessment instruments that include target achievement. These evaluations are also conducted through written assessments and direct feedback during weekly and monthly evaluation meetings." (HK

informant, planning and administration staff)

**Informant 4 (Head of Logistics Team)**

"To do a team evaluation like this, I usually evaluate my team every 3 months and if I evaluate it, there needs to be a KPI (Key Performance Indicator) so from there I can see whether this indicator has been achieved or not, for example, the availability of goods in the sense that general logistics goods are available according to demand, no more or less.

**CONCLUSION**

Based on research and analysis results, we as authors can draw the following conclusions:

1. Based on the results of interviews with nine respondents from several units at RS Bhayangkara Presisi Polda Gorontalo, it was understood that more employees have education in accordance with their jobs. Although not all have attended technical training. Technical skills such as the use of SIMRS and handling operational problems, such as computer failures, show the ability of employees to adapt to the demands of work in the digital era.
2. Coordination between staff is done through direct communication and digital *platforms*.

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3. Most of the work needs have been met, although there are still deficiencies such as *fingerprints* , printers, and computers in several units that can affect work efficiency.
4. High work motivation is evident in employees' passion for achieving economic independence and contributing to their families, as well as their readiness to face work challenges professionally. Furthermore, motivation is also influenced by a supportive work environment, harmonious interpersonal relationships, and opportunities for career development.
5. In the context of loyalty, employees are not only implementers, but are also able to provide constructive input in the decision-making process.
6. Performance evaluations are carried out regularly by superiors through direct observation, such as assessments based on Employee Performance Targets (SKP) which are used specifically in the Medical Records room.
7. Overall, this study shows that the Bhayangkara Presisi Hospital of the Gorontalo Regional Police already has a strong performance foundation, although there is still room for improvement, especially in the technical training aspect.

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