

The Role of Compensation as a Mediation on the Performance of Health Workers Influenced by Human Resources: Issue in the World of Medical Services

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Abstract

Hospitals as one of the service industries face the challenges of globalization that can hinder development as well as become opportunities for advancement. Hospitals are required to “be able to absorb the aspirations that develop in society and also have to make adjustments in services to improve hospital performance, because the intense competition between hospitals demands that hospitals as service providers are required to always pamper consumers by providing the best service, so that performance medical personnel must be really good at supporting the quality of service, with adequate human resources.” Therefore, “the purpose of this study is to analyze the importance of service quality and human resources (HR) in influencing the performance of medical personnel through compensation provided by the organization. The following research uses a quantitative approach that has a population of all health workers and the sample is 68 respondents, which is called a saturated sample. And for the analysis model using the analysis program SmartPLS 3.0.” This study resulted that (1) “the quality of human resources directly affect the performance of health workers; (2) the quality of human resources has a direct effect on compensation; (3) compensation has a direct effect on the performance of health workers, while the results of the indirect effect test show that (4) the quality of human resources can directly affect the performance of health workers even without going through compensation as a mediation, therefore there needs to be attention in improving the quality of human resources and compensation that has been given by the organization to health workers so that health workers will further improve their performance.”

Keywords

Quality of human resources; compensation; performance of health workers



I. Introduction

Hospitals as one of the service industries face the challenges of globalization that can hinder development as well as become opportunities for advancement. “Hospitals are required to be able to absorb the aspirations that develop in society. Hospitals must also make adjustments in services to improve hospital performance. Tight competition between hospitals demands that hospitals as service providers are required to always pamper consumers by providing the best service. Consumers are always looking for products in the form of goods or services from service providers who can provide the best service to them (Supartiningsih, 2017) this encourages hospitals to improve their performance and service quality.”

“In order for a hospital to survive in the long term, it must be able to produce good performance, namely by providing effective and efficient work results, and remaining

relevant to stakeholders (Pujilestari et al., 2018). Good performance achievements are a benchmark for the degree of community satisfaction, along with the increasing quality of behavior, knowledge, skills of service personnel in providing services, timeliness and simplicity of procedures and supporting hospital infrastructure. However, in the last 3 years, the hospital in Gresik has experienced a significant decrease in revenue and patient visits, where the decline in income and patient visits is thought to be due to a decrease in the performance of health workers. In the existing condition the Hospital in Gresik has been supported by the quality of competent health human resources and has also provided compensation to health workers in the form of regular remuneration. However, this does not increase the amount of income and hospital patient visits in Gresik.”

A very drastic decrease in income can be seen from the number of emergency room patients in a period of 3 years experiencing a drastic decline. In 2018, the number of ER patients, namely 11,760 patients, then decreased to 9,608 patients in 2019, in 2020 it decreased again to 7,048 patients. The number of IRJ patients from 2018 to 2020 experienced a sharp decline, from 67,980 patients in 2018 to 62,613 in 2019 and again there was a decline in 2020 to 41,436 patients, as shown in table 1.

Table 1. Patient Data for 2018-2020

Patient	2018	2019	2020
ER patient	11,760	9,608	7.048
IRJ patient	67,980	62,613	41,436

Source: Hospital 2021

There are 68 existing health workers who support health services at Gresik Hospital, who have competency in their human resources, as can be seen from the data on education, work experience, length of work, and data on training of health workers as shown in table 2;

Table 2. Resources for Health Workers at Fathma Medika Hospital by Education

HR Health Workers	Educational stage			Total
	D3 /Nurse	S1/ General Practitioner/ Dentist	Masters/Specialist	
ER Health Workers	19	7	0	26
IRJ Kesehatan Health Workers	15	2	25	42
Number of Health Workers				68

Source: Hospital 2021

Based on data obtained from Gresik Hospital, the education level of health workers in the ER and IRJ is dominated by D3 education. The education level of S1 in the ER and IRJ is still relatively minimal, while health workers who educated There is no S2/Specialist in the ER yet. It is hoped that in the future it is necessary to improve the quality of human resources at a higher level of education at Gresik Hospital.

Human resources are indispensable and have an important role in the operation of health service activities, as stated by (Wardani & Andriyani, 2017); (Lestary & Harmon,

2018), and also as stated by (Malingkas & Tulusan, 2018) that the quality of medical personnel is a strong factor that affects the performance of health workers. Health workers. This is reinforced by the statement from (Kusumawardani et al., 2020) that the effect of financial compensation on employee performance in the very strong category. Compensation data in the form of remuneration in the Emergency Room and Outpatient Installation of Fathma Medika Manyar Gresik Hospital can be seen in table 3.

Table 3. Remuneration year 2021

Month	Emergency Room Remuneration	IRJ remuneration
January	There is not any	There is not any
February	There is	There is
March	There is	There is
April	There is	There is
May	There is	There is
June	There is	There is
July	There is	There is

Source: Hospital, 2021

Therefore, the importance of attention in this study is to analyze the influence of the quality of human resources on the performance of health workers through compensation as a mediation. And in his research (Ermawati & Barlian, 2018) stated that compensation had a significant effect on employee performance and this was also supported by (Mardijanto, 2015) who said that compensation and leadership style had a significant influence on the performance of the employees of the Husada Utama Hospital.

II. Review of Literature

2.1 Quality of Human Resources (HR) on the Performance of Health Workers

Human resources according to (Leuhery, 2018); (Wulandari et al., 2021) has the meaning of recognizing the importance of the role of humans in organizations as a vital resource in achieving organizational goals, utilizing various functions and activities to ensure that they are used effectively and efficiently so that they can benefit individuals, organizations and society. . Another definition of human resources is individuals who work as drivers of an organization, both institutions and companies and function as assets that must be trained and developed (Susan, 2019).

Human resources have a central position in realizing development performance, which places humans in their function as development resources (Almasri, 2016) therefore quality human resources are needed in a company or organization.

Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

Performance is the result of the work of an individual or organization compared to what should be achieved by the person concerned in order to achieve individual, group or community satisfaction (Feri & Fithriana, 2019), while (Anisa et al., 2021) stated that performance is the result of work a person in terms of quality and quantity achieved by an employee to carry out his duties with the responsibilities assigned to him (Malingkas & Tulusan, 2018) said that the quality of human resources greatly influences the performance of health workers.

H1: The Influence of Human Resources (HR) on the Performance of Health Worker

2.2. Human Resources (HR) on Compensation

Human resources are an important element both in terms of production and service delivery (Suaedi, 2017), and (Shofiah et al., 2019) say that health human resources are an important part in efforts to improve public health services in Indonesia, both preventively, promotive, curative, and rehabilitative and health human resources is one of the main elements in increasing the competitiveness of health services (Syarif, 2010).

Compensation also affects employee performance and the compensation received by employees as remuneration from implementation work in the organization in the form of money and also in other forms (Ekhsan et al., 2020) and (Kusumawardani et al., 2020) convey that compensation is the rights of employees that must be received as compensation or compensation after they carry out their obligations.

So the human resources owned can be proven in good performance will increase compensation (Mayangsari et al., 2014)

H2: Human Resources (HR) on Compensation

2.3 Compensation for the Performance of Health Workers

(Sari & Sudharma, 2017); (Fitrianasari et al., 2013) explains that everything received by employees as remuneration for their contributions to the company can be said as compensation and if the compensation is managed properly, it will be able to assist the company in achieving its goals.

(Mardiani & Widiyanto, 2021); (Posuma, 2013) states that compensation is a network of various sub-processes for giving remuneration to employees for carrying out work and to motivate employees to achieve the desired level of achievement.

The performance of health workers as a community demand for the need for high-quality services, it is hoped that with the demands of the community health workers can show real professionalism in improving the quality of health services (Usman, 2016),

(Arristra, 2016) said that compensation had no significant effect on employee performance, while (Armansyah et al., 2018) stated that simultaneously compensation and work discipline had a significant effect on the Performance of BPJS Health Office Employees.

H3: Compensation for the Performance of Health Workers

2.4 Quality of Human Resources (HR) on the Performance of Health Workers through Compensation

Quality human resources and have good performance are able to produce good service and performance results (Ihsan et al., 2021), Human Resources in a company play an important role as a driver of the company's activities, therefore by reason In this regard, the processing of human resources is a problem that must be faced by companies or organizations in order to be able to activities well and smoothly (Susanti, 2019)

Performance has an understanding of the ability and expertise of an individual in understanding the scope of work, assigned tasks and effectiveness at work (Hidayat et al., 2019).

And direct compensation is a service fee to employees that is received directly, routinely or periodically because the person concerned has provided assistance or donations to achieve organizational goals (Kenelak et al., 2016), while Compensation given to employees will help the company achieve success by paying attention to internal justice and external justice (Sari & Sudharma, 2017).

So the influence of the quality of human resources that is getting better is able to improve employee performance (Soeharyanti et al., 2020) and compensation has a simultaneous effect on employee performance (Posuma, 2013).

H4: The Influence of the Quality of Human Resources (HR) on Workforce Performance Health through

2.5 Conceptual Framework

Based on theory and relationships variable then the skeleton conceptual could depicted as follows:

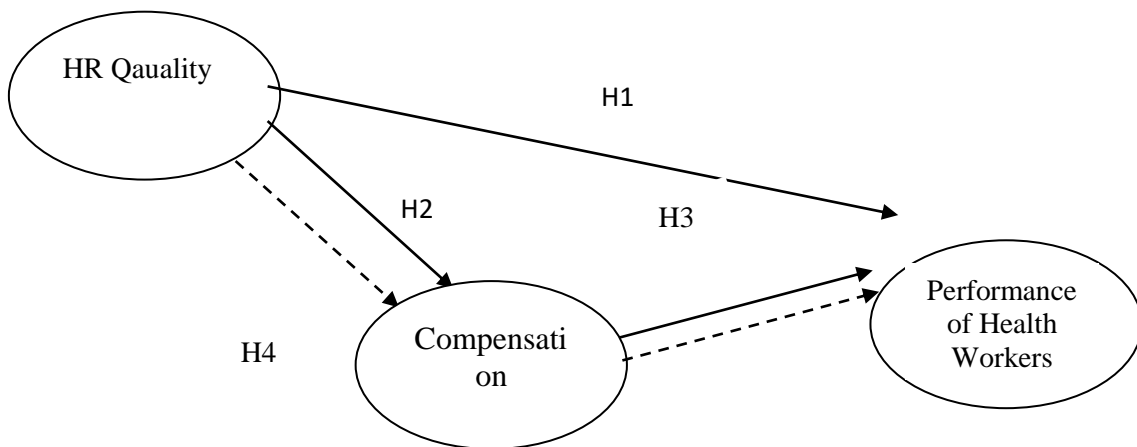


Figure 1. Conceptual framework

III. Research Method

3.1 Research design

“Research on the influence of the quality of human resources (HR) on the performance of health workers through compensation as a mediation using a quantitative approach method (Sugiyono, 2016), provides a definition of the quantitative method is research data in the form of numbers and analyzes data using statistical procedures, while The purpose of the following research is causality research which aims to examine the relationship between the variables to be studied.”

3.2 Population and Sample

“The population is all aspects or elements to be examined from the results of quantitative and qualitative calculations or measurements of a complete and clear collection of objects (Fatihudin, 2015). The following research uses a sampling technique using a subject of 68 respondents.”

3.3 Data analysis

(Sholihin & Ratmono, 2021) said that “data analysis is to decompose everything into a smaller component in order to know the dominant component, make comparisons between one component using other components, and make comparisons of one or several components as a whole. Data analysis techniques are used to provide answers to formulation problems or test hypotheses that have been formulated. Data management in the following research utilizes SmartPLS 3 Software.”

IV. Results and Interpretation

4.1 Partial Least Square (PLS) Model Schematic

In the following research, hypothesis testing uses analytical techniques using the Smart PLS 3.0 program, and can be seen in the schematic model of the PLS 3.0 program tested in Figure 4.1,”

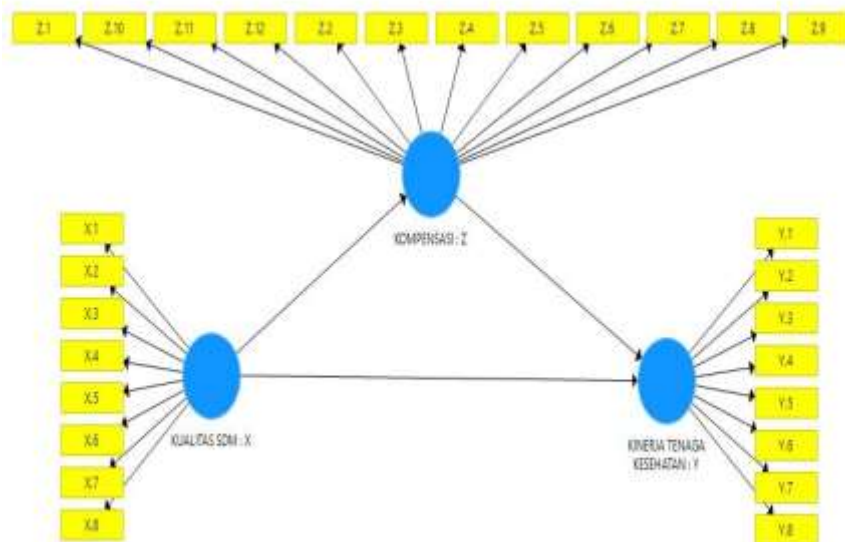


Figure 2. Schematic of the PLS model model

4.2 Evaluation Measurement (Outer) Model

Based on the results of the PLS analysis with the PLS Algorithm to test the validity and reliability, the coefficient of model determination and the path coefficient for the equation model, below is the image generated based on the output of the PLS Algorithm Smart PLS, which can be observed in Figure 4.2 below”:

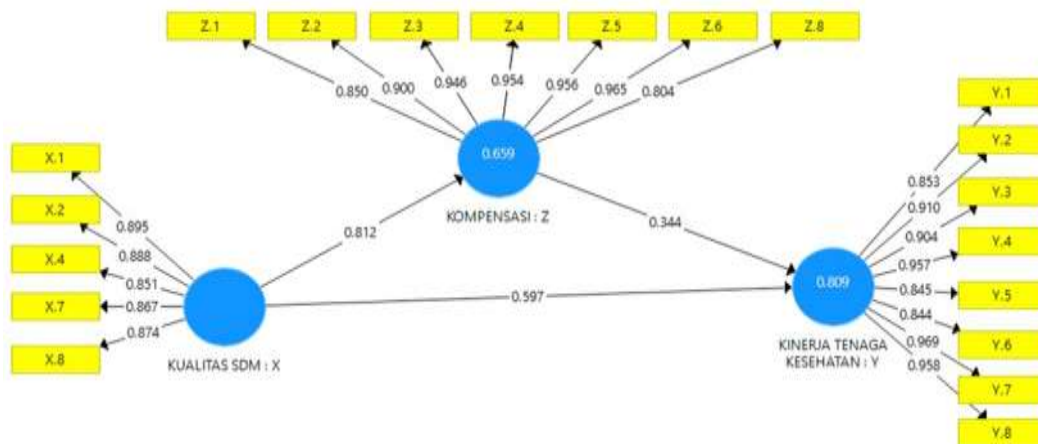


Figure 3. Evaluation of Measurement (Outer) Model

4.3 Convergent Validity

Convergent validity Based on the measurement model using reflexive indicators, observations can be made based on the correlation between item scores or indicators with construct scores.”

“Table 4.1 above, it can be observed that each indicator of the research variable has an outer loading value of more than 0.7. However, it can be observed that there are still indicators that have an outer loading value of less than 0.7. (Latan & Ghazali, 2016), the outer loading value between 0.5 - 0.6 is considered sufficient to provide fulfillment for the requirements for convergent validity. The data shows that there is no indicator variable whose outer loading is less than 0.5, which makes all indicators considered feasible or valid to be used for research and can be used for further analysis.”

Table 1. Outer Loading Convergent validity

Indicator	HR Quality	Compensation	Performance of Health Workers
X1.1	0.895		
X1.2	0.888		
X1.4	0.851		
X1.7	0.867		
X1.8	0.874		
Y1.1			0.853
Y1.2			0.910
Y1.3			0.904
Y1.4			0.957
Y1.5			0.845
Y1.6			0.844
Y1.7			0.969
Y1.8			0.958
Z.1		0.850	
Z.2		0.900	
Z.3		0.946	
Z.4		0.954	

Z.5		0.956	
Z.6		0.965	
Z.8		0.804	

4.4 Discriminant Validity

Discriminant validity indicators can be observed on the cross loading between indicators and constructs. Table 4.2, it can be observed that each indicator in the research variable has the largest cross loading value on the created variable, which is carried out in comparison with the cross loading value of the other variables. Based on the results obtained, it can be stated that the indicators used in this study have good discriminant validity when compiling each variable.

Table 2. Cross Loading Discriminant Validity

Indicator	HR Quality	Compensation	Performance of Health Workers
X1.1	0.895	0.764	0.749
X1.2	0.888	0.710	0.762
X1.4	0.851	0.605	0.723
X1.7	0.867	0.664	0.761
X1.8	0.874	0.789	0.832
Y1.1	0.722	0.655	0.853
Y1.2	0.764	0.680	0.910
Y1.3	0.792	0.703	0.904
Y1.4	0.846	0.784	0.957
Y1.5	0.729	0.754	0.845
Y1.6	0.733	0.754	0.844
Y1.7	0.897	0.837	0.969
Y1.8	0.850	0.823	0.958
Z.1	0.777	0.850	0.787
Z.2	0.733	0.900	0.800
Z.3	0.727	0.946	0.740
Z.4	0.738	0.954	0.738
Z.5	0.746	0.956	0.793
Z.6	0.765	0.965	0.770
Z.8	0.691	0.804	0.649

Source: Processed Data 2021

While presenting the data in Table 4.3, it can be observed that each research variable has an average variant extracted (AVE) value > 0.5. Through this problem, it can be stated that each variable has good discriminant validity.

Table 3. Average Variant Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Quality of Human Resources	0.766
Compensation	0.833
Performance of Health Workers	0.822

Source: Processed Data 2021

4.5 Composite Reliability

*Composite Reliability*ie some are used to test the reliability value of several indicators to a variable. A variable can be declared to fulfill composite reliability if it has a composite reliability value of more than 0.6.

Table 4.4, it can be seen that the composite reliability value of all research variables is > 0.7 . The construct is declared reliable if the composite reliability and Cronbach alpha values are above 0.70 (Latan & Ghozali, 2016). The following results prove that each variable has met composite reliability which makes it possible to conclude that all variables have a high level of reliability.

Table 4.Composite Reliability

Variable	Composite Reliability
Quality of Human Resources	0.942
Compensation	0.972
Performance of Health Workers	0.974

4.6 Cronbach Alpha

The reliability test with composite reliability can be strengthened through the use of the Cronbach alpha value. Table 4.5, it can be obtained that "the Cronbach alpha value of each research variable is > 0.7 . So based on the problem itself, the results of this study prove that each research variable has met the requirements of the Cronbach alpha value, so there is a conclusion that all variables have a high level of reliability."

Table 5. Cronbach Alpha

Variable	Cronbach's Alpha
Quality of Human Resources	0.924
Compensation	0.966
Performance of Health Workers	0.968

Source: Processed Data 2021

4.7 Structural Model Test or Inner Model

In the following research, an explanation of the results of path coefficient testing, goodness of fit testing and hypothesis testing can be given.

a. Path Coefficient Test

Path coefficient evaluation is used to show how strong the effect or influence of exogenous variables on endogenous variables is. Meanwhile, the determination coefficient (R-Square) is used to measure how much endogenous variables are influenced by other variables (Marcoulides et al., 2009)

Based on all the inner model schemes that have been shown in Table 4.6, it can be given an explanation that the path coefficient value is being displayed along with the influence of the quality of human resources and compensation on the performance of health workers, which is 0.597, while the strong influence is the quality of human resources on the performance of compensation amount 0.812

Table 6. Path Coefficient

Construct	Path Coefficient	Description
Quality of Human Resources - > Performance of Health Workers	0.597	Currently
Quality of Human Resources - > Compensation	0.812	Strong
Compensation - > Health Worker Performance	0.344	Currently

b. Goodness of the Model (Goodness of Fit)

Based on the presentation of the data in Table 4.7, it can be seen that the RSquare value for the health worker performance variable is 0.809, the income value indicates that the percentage of the quality of human resources can be influenced by the performance of health workers by 80.9%, while for the RSquare value obtained the variable Compensation is 0.659. The value itself provides information that the quality of human resources can be explained by the Compensation variable of 65.9%.

Table 7. R-Square. Value

Variable	R Square
Performance of Health Workers	0.809
Compensation	0.659

Source: Data processed 2021

The goodness of fit assessment is seen from the Q-Square value. The value of Q-Square has an equivalent meaning with R-Square in regression analysis, where the higher the Q-Square, which makes the model can be said to be better or more fit using the data. The results of the calculation of the value of Q-Square are :

$$\begin{aligned}
 \text{Q-Square} &= 1 - [(1 - R21) \times (1 - R22)] \\
 &= 1 - [(1 - 0.659) \times (1 - 0.809)] \\
 &= 1 - (0.341 \times 0.191) \\
 &= 1 - 0.065 \\
 &= 0.935
 \end{aligned}$$

Based on the results of these calculations, obtained a Q-Square value of 0.935. The following problem shows the diversity of research data that can be influenced by the research model, which is 93.5%. Meanwhile, the remaining 6.5% is explained by other factors outside the research model itself. So from the problem itself, based on the results, it says that the research model can be stated to have a good and positive goodness of fit.

c. Live Effect Test

The next test is to see the significant value of the influence between variables through observing the parameter coefficient values and also the T statistical significance value using the bootstrapping method (Latan & Ghozali, 2016).

Table 8. T-Statistics and P-Values

No	Ho	Variable	Original Sample	T Statistics (O/STDEV)	P Values
1	1	Quality of Human Resources - > Health Worker Performance	0.597	7.511	0.000
2	2	Quality of human resources - > Compensation	0.812	15,921	0.000

3	3	Compensation - > Health Worker Performance	0.344	3,682	0.000
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Source: Data processed 2021

Hypothesis of the Effect of T-Statistics P-Values based on the data presented in table 4.8, it can be observed that based on the 3 hypotheses submitted in the following research, all of them can be accepted because each effect shown has a P-Values value < 0.05 . Which makes it possible to say that the exogenous to endogenous variables have a significant influence. Below is a breakdown of the influence between variables :

4.8 The Influence of the Quality of Human Resources (Exogenous) on the Performance of Health Workers (Endogenous)

Based on the table above, it can be observed that for the variable test of the quality of human resources (exogenous) on the performance of health workers (endogenous), the T statistics value of 7.511 has an -value of 0.000. Because the -value ($0.000 < 0.05$) means that H_0 is rejected, it means that there is a significant influence on the quality of human resources (exogenous) on the performance of health workers (endogenous).

4.9 The Influence of the Quality of Human Resources (Exogenous) on Compensation (Mediation)

Based on the table above, it can be observed that for the test of the Quality of Human Resources (Exogenous) variable on Compensation (Mediation), the T statistics value of 15,921 has an -value of 0.000. Because the value of -value ($0.000 < 0.05$) means that H_0 is rejected, it means that there is a significant influence on the quality of human resources (exogenous) on compensation (mediation).

4.10 Effect of Compensation (Mediation) on Health Workers Performance (Endogenous)

Based on the table above, it can be observed that for the Compensation (Mediation) variable test on the Performance of Health Workers (Endogenous), the T statistics value of 3,682 has an -value of 0.000. Because the -value is less than ($0.000 < 0.05$), it means that H_0 is rejected, it means that there is a significant effect of compensation (mediation) on the performance of health workers (endogenous).

a. Indirect Effect Test

Testing the indirect effect hypothesis was carried out using the resampling bootstrapping technique method. An alternative approach is to test the significance of mediation (Bollen & Stine, 1990), the results of data processing to determine exogenous variables on endogenous variables, exogenous variables on mediator variables, mediator variables affect endogenous variables.

Based on table 4.9, it can be seen that exogenous variables have a significant influence on the mediator variable, exogenous variables have a significant influence on the mediator variable, and the mediator variable has a significant influence on the endogenous variable. So based on these results, it can be concluded that the work environment mediation variable is a full or perfect mediation variable. Full or full/perfect mediation occurs if the direct effect of the exogenous variable on the endogenous variable is significant, but the effect becomes insignificant when the mediating variable is included. Based on these results, the indirect effect hypothesis will be tested :

Table 9. T-Statistics and P-Values

No.	Hpo	Variable	Original Sample	T Statistics (O/STDEV)	P Values
1	4	Quality of human resources -> Compensation -> Health Worker Performance	0.279	3.646	0.000

Source: Primary data processed 2021

Based on the results of the calculation of the path coefficient, it is known that :

Total Effect of Quality of Human Resources (Exogenous) on Performance of Health Workers (Endogenous) through Compensation (Mediation) obtained T statistics of 3,646 got -value of 0.000. Because the -value is less than ($0.000 < 0.05$) meaning H_0 , it is rejected, then there is a significant influence on the quality of human resources (exogenous) on the performance of health workers (endogenous) through compensation (mediation).

4.11 Interpretation of Results

a. he Influence of the Quality of Human Resources (Exogenous) on the Performance of Health Workers (Endogenous)

Based on the table above, it can be observed that for the variable test of the quality of human resources (exogenous) on the performance of health workers (endogenous), the T statistics value of 7.511 has an -value of 0.000. Because the -value ($0.000 < 0.05$) means that H_0 is rejected, it means that there is a significant influence on the quality of human resources (exogenous) on the performance of health workers (endogenous).

Conditions related to the quality of existing human resources in health workers at Gresik Hospital are adequate and seeing the importance of human resources on the performance of health workers, Gresik Hospital needs consistency in giving attention through training because if the quality of human resources is improved, the performance of health workers will also increase.

The results of this study support research from (Malingkas & Tulusan, 2018), from the results of research that has been carried out, the quality of human resources has a relatively strong correlation value on the performance of health workers.

b. The Influence of the Quality of Human Resources (Exogenous) on Compensation (Mediation)

Based on the table above, it can be observed that for the test of the Quality of Human Resources (Exogenous) variable on Compensation (Mediation), the T statistics value of 15,921 has an -value of 0.000. Because the value of -value ($0.000 < 0.05$) means that H_0 is rejected, it means that there is a significant influence on the quality of human resources (exogenous) on compensation (mediation).

In the existing state, the quality of human resources is still not consistent in maintaining its quality. For example, in terms of education, the Gresik Hospital provides opportunities to improve education to a higher level, but from the health workforce they still tend to have a low sense or desire to continue their education. Therefore, it is important to improve the quality of human resources so that the compensation received by health workers also increases.

The results of this study support research from (Mayangsari et al., 2014) which states that human resources owned can be proven in good performance will increase compensation.

c. Effect of Compensation (Mediation) on Health Workers Performance (Endogenous)

Based on the table above, it can be observed that for the Compensation (Mediation) variable test on the Performance of Health Workers (Endogenous), the T statistics value of 3,682 has an -value of 0.000. Because the -value is less than ($0.000 < 0.05$), it means that H₀ is rejected, it means that there is a significant effect of compensation (mediation) on the performance of health workers (endogenous).

In the existing condition, Gresik Hospital provides compensation to health workers in accordance with the willingness and ability of the hospital. However, health workers also have expectations or expectations of the amount of compensation. Then the amount of compensation that has been given by the hospital is in accordance with the expectations of health workers, it will improve the performance of health workers

The results of this study do not support his research (Arristra, 2016) which states that compensation has no significant effect on employee performance, while (Armansyah et al., 2018) supports his research which states that simultaneously compensation and work discipline have a significant effect on the Performance of BPJS Health Office Employees.

d. The Influence of the Quality of Human Resources (Exogenous) on the Performance of Health Workers (Endogenous) through Compensation (Mediation)

Based on the results of the path coefficient calculation, it is known that the Total Effect of Quality of Human Resources (Exogenous) on the Performance of Health Workers (Endogenous) through Compensation (Mediation) obtained T statistics of 3,646 got an -value of 0.000. Because the -value is less than ($0.000 < 0.05$) meaning H₀, it is rejected, then there is a significant influence on the quality of human resources (exogenous) on the performance of health workers (endogenous) through compensation (mediation).

And when compared to the direct effect, the value of the original sample of the indirect effect is 0.279 is still under the direct influence of the Quality of Human Resources on the Performance of Health Workers a number of 0.597 and this shows that the quality of human resources can improve the performance of health workers directly, although not through the work environment as a mediating variable.

The quality of human resources at Gresik Hospital is quite good, so it must be consistent to improve its quality through training, HR through training has a better value than being given remuneration in improving the performance of health workers at Gresik Hospital.

This study supports his research (Soeharyanti et al., 2020) which states that the effect of better quality human resources is able to improve employee performance and compensation has a simultaneous effect on employee performance (Posuma, 2013).

V. Conclusion

From the results of testing and discussion, it is concluded that the Quality of Human Resources (HR) in Gresik Hospital is need to stay attention in providing competency quality training for health workers, because the interest in increasing competence can motivate their performance and it is also necessary for consistency of compensation so that health workers feel better and comfortable working by improving their performance. And attention to the quality of human resources can directly improve the performance of health workers even without going through compensation as a mediation.

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