



## Influence Of Merit System Implementation and Employment Relations on Employee Performance at The Bandung Advent Hospital

Ambarwati Ambarwati<sup>1\*</sup>, Freddy J. Rumambi<sup>2</sup>, Dwi Hernuningsih<sup>3</sup>, Rudianto Rudianto<sup>4</sup>, Marisi Pakpahan<sup>5</sup>, Yopi J. Kameo<sup>6</sup>

<sup>1-6</sup> Postgraduate Program, Asmi Business and Multi Media Institute, Indonesia

Address: Jl. Pacuan Kuda Raya No.1 1, RT.1/RW.5, Kayu Putih, Kec. Pulo Gadung, Kota Jakarta Timur, Daerah Khusus Ibukota Jakarta 13210

Korespondensi Penulis : [ardeline.27012014@gmail.com](mailto:ardeline.27012014@gmail.com)\*

**Abstract.** *The Merit System is an approach that emphasizes employee assessment based on abilities, achievements, qualifications and work results carried out fairly. Work relationships include interactions between employees with both colleagues and superiors. The Merit System will run well followed by a person's work relationship running harmoniously so that a person will have a commitment to work well. A person's performance is categorized as performing well in accordance with the targets/standards set by the company. This research aims to analyze the effect of implementing the merit system and employment relations on employee performance at Bandung Advent Hospital. The research method used was quantitative research with descriptive analysis with 89 employee respondents. The results of this research show that the implementation of the merit system does not have a significant effect on employee performance, while work relationships have a significant effect on employee performance. The combined effect of the implementation of the merit system and work relations on employee performance has a significant effect of 18.2%. From this data it can be concluded that implementing a merit system in accordance with Law No. 5 of 2014 and working relationships that have good communication can improve employee performance.*

**Keywords:** *Merit System, Work Relations, Employee Performance*

### 1. INTRODUCTION

Based on Law No. 5 of 2014, it is stated that the merit system is a management policy intended for State Civil Apparatus (ASN) which is based on levels of qualifications, competencies and performance whose implementation is fair, reasonable and does not differentiate between racial, political background, skin color, religion, gender, origin, marital status, age and disability. The aim of using this system is to produce employees who are professional and can occupy positions according to their level of competence, as well as providing adequate and fair compensation, the potential of employees is developed according to their abilities through education, training and protecting careers from politicization and policies that conflict with the principle of merit.

Working relationships can be interpreted as relationships that occur between parts or individuals, both within the organization and between them and parties outside the organization as a result of carrying out their respective duties and functions in achieving the goals and objectives of the organization. In other words, working relationships is a (legal) relationship between an entrepreneur and a laborer/worker (employee) based on a work agreement which contains elements of work, wages and orders. In a job, if there is a relationship between

employees that is harmonious, friendly and helpful to each other, it will create a conducive work group atmosphere, which will create employee satisfaction in carrying out their work.

The success of a job is largely determined by effective human resources, because human resources have a major role in the activities of the organization or job. Human resource assessment can be seen from the results of the work they have done through the performance they produce. So it can be said that effective human resources produce good performance. It is important to pay attention to employee performance because performance is one of the determinants in achieving company performance in an effort to achieve company goals. The performance of each employee will have different levels of results. In the scope of human resources, an employee's performance is needed to achieve the best performance, both for the employee himself and the company. To obtain satisfactory performance as expected by the company, of course, supporting factors are needed so that maximum employee performance can be achieved. Factors that influence employee performance are: motivation, work environment, and job satisfaction (Sandika et al., 2020).

Hospitals are health services or facilities in the community after clinics and health centers. Hospitals serve patients by providing comprehensive services including preventive, promotive, curative and rehabilitation (WHO, 2020). Adventist Hospital is a Type B private hospital with almost complete facilities. Having quality and competent Human Resources in all fields and providing very excellent service in all sectors.

From data obtained from the 2020-2024 period at the end of April, it was found that as many as 80 employees resigned. The most common reason why employees decide to resign is that the merit system in effect still uses a like and dislike system, juniors have been promoted but seniors are still implementing staff. Promotion to a position should be based on the level of educational qualifications and competencies in accordance with the field held. Other reasons that trigger someone to resign from work are the existence of a disharmonious relationship between employees and leaders, superiors who do not support subordinates in providing ideas, lack of motivation from superiors to employees to develop themselves, indifferent attitudes from superiors who will cause feelings of dislike that will affect the working relationship of the employee concerned and will cause the employee's performance to decline further.

## **2. LITERATURE REVIEW**

### **Merit System**

According to the Merriam-Webster Dictionary, the merit system is a recruitment and promotion system that is carried out based on ability to carry out tasks, not because of political connections. Meanwhile, Suhaemi emphasized that implementing a merit system can increase government effectiveness and prevent corrupt practices. Wungu and Brotoharsojo stated that this system provides awards based on employee work performance. According to several experts, the merit system in human resource management in Indonesia is a policy that focuses on employee qualifications, competencies and performance without discrimination.

According to Law No. 5 of 2014, the merit system is intended for state civil servants. But before the merit system was implemented in the public service, it had first been implemented in the private sector. The definition of a merit system is in accordance with Law no. 5 of 2014 is a policy for ASN based on levels of qualifications, competencies and performance, implementation in a fair and reasonable manner without any discrimination regarding race, ethnicity, religion, skin color, gender, origin, marital status, age or disability.

The Merit System according to Raharjanto (2019) states that the merit system is an approach where awards, recognition and career advancement are based on an individual's performance and competencies, not due to subjective factors or personal relationships, likes and dislikes. The principle of the merit system aligns aspects of competence, qualification, performance, fairness and openness.

The merit system theory refers to a management policy that is based on competency, educational qualifications and job performance which is carried out fairly and fairly without discrimination. So it can be concluded that the meaning of the merit system is promotion of positions carried out fairly/fairly based on the competencies possessed, educational qualifications, employee performance without any discrimination from any party. Meritocracy according to Castillo and Bernard refers to "a formal, organized, planned effort to achieve a balance between individual career needs and organizational workforce requirements "which means that formal, organized, planned efforts to achieve a balance between individual career needs and organizational workforce needs. According to Law No. 5 of 2014, the merit system indicators are as follows: qualifications and competencies, track record, measurable performance, transparency in making decisions, performance assessment guidelines and criteria: fair and objective evaluation, awards based on achievement, career development and training, quality of employees.

## **Work relationship**

Work relationships can be interpreted as relationships that occur between parts or individuals, both within the organization and between them and parties outside the organization as a result of carrying out their respective duties and functions in achieving the organization's goals and objectives. Working relationships can be interpreted as cooperative relationships between various parties who provide products or services in a company or organization (Putri et al., 2017).

According to Ibid (2017) states that an employment relationship is a relationship between a worker and an employer after a work agreement, namely an agreement where the second party, the worker, binds himself to the first party, the employer, to work and receive wages or salaries, the first party is able to employ the second party by pay wages or salaries.

According to Kreiner and Kinicki, work relationships are a process where a person realizes that his or her interests are affected or other people are affected. In contrast to Miller's opinion, work relationships are conflicts between two or more people or a group of people with the same goals.

An employment relationship is a legal relationship formed between a job and an employer based on a work agreement. According to Law No. 13 of 2003 concerning Employment, employment relations include three main elements, namely: work orders and wages. This relationship occurs after there is an agreement where the worker agrees to do work and receive wages from the company.

Work relationship indicators include various aspects that influence interactions between employees and superiors, as well as between employees in an organization (Hartono, 2017): level of superior friendliness, superior supervision: superior's attention to difficulties in carrying out tasks, cooperation between employees, motivation from superiors Supervisors provide support to employees so that employees work well

## **Employee performance**

In the Big Indonesian Dictionary, performance is defined as something that one wants to achieve, achievements that are noted and one's abilities. The definition of performance (work achievement) is the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to human resource management experts, performance is the result of work and work behavior. If performance is based on results, what is seen is the amount of quality and quantity produced by a person.

According to Sinambela (2018) employee performance is the employee's experience in acquiring special skills. User performance is very important, because from this performance it will be known whether the user can carry out the tasks given

According to Prof. DR. Moehariono, M.Si in his book entitled "Competency-Based Performance Measurement", employee performance is the result of the performance achieved by a person or group of people in an organization, both qualitatively and quantitatively, in accordance with their respective authority, duties and responsibilities in efforts to achieve the goals of the organization concerned legally, without violating the law and in accordance with morals or ethics.

According to Nengsih, et al (2023) performance is a person's overall ability to work in such a way as to optimally achieve work goals and various targets that have been created with sacrifices that are in a smaller ratio compared to the results that have been achieved. Assessment can be done by comparing the work results achieved by employees with work standards. If the work results obtained reach or exceed the work standards, it can be said that the employee's performance is categorized as good. On the other hand, if an employee whose performance results do not reach work standards, this is considered poor performance or low performance. Another opinion from Rivai says that performance (work performance) is the result or overall level of success of a person during a certain period in carrying out tasks compared to various possibilities, such as work output standards, targets or performance goals that have been determined by the company and have been ratified.

Pebryanti et al (2023) state that performance is the level of achievement of a program or policy in realizing the goals of the organization, targets, vision and mission that have been designed through the company's strategy. Sumitra et al (2023) state that employee performance is the result achieved and refers to the achievement and implementation of work, both individual and group, requested by superiors, so that performance can be said to be the result of the willingness to complete tasks and work in accordance with their respective authority and responsibilities. -each legally and does not violate the law and in accordance with morals and ethics.

Aulia (2021) stated that "Performance dimensions are the quality or appearance of a job or activities in the workplace that are in accordance with measurements". Several indicators used to assess employee performance include: work quality and quantity of work results, work productivity (time efficiency and work effectiveness), work attendance, responsibility, initiative and independence as well as teamwork.

### 3. METHODS

This research is quantitative research using a simple probability sampling technique. Simple probability means that the sample is taken randomly, which means sampling that divides the opportunity equally to be selected between all members of the population with a total of 89 respondents. Researchers used a questionnaire as a data collection tool, with the measurement scale used being a Likert scale with a value of 1 for strongly disagree, 2 for disagree, 3 for doubt, 4 for agree and 5 for strongly agree. This research was conducted to determine the influence of the implementation of the merit system and work relations on employee performance at Bandung Adventist Hospital

### 4. RESULTS

The population and sample were employees of the Bandung Adventist Hospital with a population of 800 employees. The sample was taken from 89 respondents using the Slovin error margin formula of 0.1 (10%). From the research results, the following data was obtained:

**Table 1. Gender of respondents**

<b>Gender</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	32	36.0	36.0	36.0
	female	57	64.0	64.0	100.0
	Total	89	100.0	100.0	

Recapitulating the respondent data above, it was found that a total of 89 respondents were 36% male (32 people) and 64% (57 people) female.

**Table 2. Age of Respondents**

<b>Usia</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 25 years	7	7.9	7.9	7.9
	26-35 years	23	25.8	25.8	33.7
	36-45 years	25	28.1	28.1	61.8
	46-55 years	23	25.8	25.8	87.6
	> 55 years	11	12.4	12.4	100.0
	Total	89	100.0	100.0	

Respondent data based on age showed that: aged < 25 years as many as 7 people (7.9%), aged 26-35 years 23 people (25.8%), 36-45 years as many as 25 people (28.1%), 46 -55 years 23 people (25.8%), and aged >55 years 11 people (12.4%).

**Table 3. Respondent's Education Level**

		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SLTA	12	13.5	13.5	13.5
	D III	16	18.0	18.0	31.5
	S1	51	57.3	57.3	88.8
	S2	9	10.1	10.1	98.9
	S3	1	1.1	1.1	100.0
	Total	89	100.0	100.0	

From the educational characteristics of the respondents above, the following data can be obtained: high school education as many as 12 people (13.5%), D III 16 people (18.0%), Bachelor's degree 51 people (57.3%), Master's degree 9 people (10, 1%) and S3 1 person (1.1%). The level of education is dominated by a bachelor's degree, where the level of education will influence the mindset in approaching, understanding and solving a problem.

**Table 4. Descriptive analysis of variables**

Descriptive Statistics			
	Mean	Std. Deviation	N
Total EP	37.6742	2.81140	89
Total MS	3.7865	.68211	89
Total	31.4944	3.43155	89

This data shows the distribution of the three variables, obtained N(valid) 89 respondents, with the level of difference for each variable having a different mean value, namely the merit system of 3.7865, work relations 31.4944 and employee performance 37.6742, with varying standard deviations, namely 2.8 for employee performance; 3.4 for Employment Relations, while the Merit System is 0.6, in other words, many people are still not familiar with and socialized about the Merit System.

### The Influence of the Merit System Implementation System on Employee Performance

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	55.825	1	55.825	7.592	.007 <sup>b</sup>
	Residual	639.725	87	7.353		
	Total	695.551	88			
a. Dependent Variable: Total EP						
b. Predictors: (Constant), Total MS						

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The significant value is .007, which means that the relationship between total MS and total EP is statistically significant at the significant level of 0.05 (because  $0.007 < 0.05$ ). This means there is strong evidence that the independent variable Total MS influences the dependent variable total EP. Thus, the results above show that the regression model is significant and total MS has a significant influence on Total EP.

### The Effect of Work Relations on Employee Performance

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	137.403	1	137.403	21.417	.000 <sup>b</sup>
	Residual	558.148	87	6.415		
	Total	695.551	88			
a. Dependent Variable: Total_EP						
b. Predictors: (Constant), Total_WR						

a. Dependent Variable: Total\_EP

b. Predictors: (Constant), Total\_WR

This value shows the level of significance of the influence of the independent variable (TOTAL\_WR) on the dependent variable (TOTAL\_EP). Because the Sig. is 0.000, which is smaller than 0.05, this indicates that the relationship between TOTAL\_WR and TOTAL\_EP is statistically significant at the 0.05 significance level. In other words, there is strong evidence that TOTAL\_WR significantly influences TOTAL\_EP.

The Effect of Merit System Implementation, Work Relations on Employee Performance

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	139.388	2	69.694	10.777	.000 <sup>b</sup>
	Residual	556.163	86	6.467		
	Total	695.551	88			
a. Dependent Variable: Total_EP						
b. Predictors: (Constant), Total_WR, Total_MS						

a. Dependent Variable: Total\_EP

b. Predictors: (Constant), Total\_WR, Total\_MS

This model is statistically significant, as evidenced by an F value of 10.777 and a p value of 0.000. This shows that the predictors (Total\_WR and Total\_MS) have a significant impact on Total\_EP. The amount of variance explained by the model (139,388) compared to the unexplained variance (556,163) shows that the model is significant, but there is still a large amount of variability in Total\_EP that remains unexplain.

**5. DISCUSSION**

**The Effect of the Merit System on Employee Performance**

Shows that Total\_ MS has a statistically significant positive influence on Total\_EP, with a standard beta of 0.283 which indicates a medium effect size. This model appears robust considering the low p value of 0.007 for both coefficients, which indicates strong evidence against the null hypothesis for both variables included in the model. This means that the implementation of the merit system does not have a significant influence on employee performance as seen from the significant value of  $0.283 > 0.005$ .

Previous research conducted at the hospital regarding the merit system by providing training and education for employees, the results did not meet expectations. Shows that motivation and work environment have a positive influence on employee performance, but in the case of Adventist Hospital, there is a gap between theory and practice. Theory says that factors that play an important role in influencing employee performance are motivation, work environment, salary, communication and promotion. Communication and promotion are other factors that play a role in a small proportion. In practice, employees still don't know what a merit system is, good communication between leaders and subordinates will influence performance and work relationships so that it will increase motivation at work. 50 respondents

considered that promotions in the Bandung Adventist Hospital must be carried out completely fairly. 18 respondents doubted that promotions were carried out fairly. 20 respondents strongly agreed that promotions should be carried out fairly. 1 respondent did not agree that promotions within Adventist Hospital were carried out fairly.

Other research conducted at PT. Angkasa Pura 1 (Persero) Manado found that the merit system significantly influences employee performance. The analysis results show that: the merit system has a positive effect by providing motivation for employees to work better, because they know that their achievements will be recognized and appreciated. The F test shows that the merit system has a significant effect on employee performance, with a p value  $<0.05$  which indicates that the relationship between the merit system and performance is not coincidental (Wansaga, et al. 2016).

Implementation of the Merit System at Bandung Adventist Hospital has a positive influence on employee performance. By implementing a merit system, employees who excel and have competence will more easily get recognition and promotions, thereby encouraging employees to improve their skills and knowledge. Employees will be motivated to work well if they know their achievements will be recognized and appreciated, providing incentives for employees who excel. A clear and transparent merit system can reduce dissatisfaction and conflict between employees. Employees will better understand that their career development depends on performance, not subjective factors. Employees who feel appreciated and have the opportunity to develop tend to be more loyal to the institution, which can reduce employee turnover rates. With more motivated and qualified employees, service to patients in hospitals can improve. Good performance from employees will have a direct impact on patient satisfaction. Implementation of a merit system is usually accompanied by better performance evaluation methods. This helps management to recognize outstanding employees as well as areas that need improvement.

### **The Effect of Work Relations on Employee Performance**

Shows that Total\_X2 is a significant predictor of Total\_Y, with a positive relationship shown by the coefficient (0.3674). The constant shows that if Total\_Y is zero, the expected value of Total\_Y is 26.206. Overall the regression model looks strong, with a clear positive relationship between Total\_X2 and Total\_Y. The significance value of Total\_X2 is  $0.000 < 0.005$ . This means that work relationships have a significant influence on employee performance.

Previous research stated that employee performance at Bandung Adventist Hospital experienced a decline from 2016-2019 with performance achievements not meeting the targets that had been set. A decline in performance indicates a problem in the factors that influence performance, including the working relationship between employees and management. Factors that influence employee performance, namely employee motivation, play a very important role in improving performance. The hospital has conducted briefings three times a day to provide motivation to employees, but its effectiveness still requires evaluation. A good environment, including adequate facilities, also contributes to performance. Adventist Hospital provides a decent working environment, but performance achievements are low. Good working relationships between management and employees can increase job satisfaction and increase employee productivity. The interview results show that positive communication and interaction between superiors and subordinates is very important to improve performance.

In contrast to research conducted at PT. Toba Pulp Lestari stated that conflicts between employees often occur due to poor working relationships. Working relationships between employees are less than harmonious, which can be seen from unhealthy competition with fellow co-workers, not helping each other and a lack of appreciation from superiors for employees who perform well (Pratiwi, et al. 2022)

The results of the research can be applied at Bandung Adventist Hospital to improve working relationships between employees. From management there must be effective communication to subordinates so that communication between employees increases, clear and open communication will help resolve problems quickly and collaboration will increase. Management must build trust between employees so that employees will trust each other and are more likely to work together in teams so that productivity will increase. Employees who have good relationships with coworkers will feel happy and supported emotionally, which can reduce stress and increase employee well-being. Management conducts audits regarding the quality of working relationships which is directly related to job satisfaction. Employees who are satisfied with their work environment tend to have higher performance. Good working relationships can reduce conflict in the workplace, which can interfere with performance. When employees work in in a harmonious atmosphere they can focus more on their tasks.

## **The Effect of Merit System Implementation and Work Relations on Employee Performance**

All data analyzed shows that the implementation of the merit system has no significant effect on employee performance. Work relationships are one of the main factors that determine employee performance. The interaction between the implementation of the merit system and work relationships is synergistic which improves performance, which means that when the merit system is implemented in a good work environment, it will have a positive and mutually reinforcing effect. Employees who are motivated by a merit system tend to build good working relationships. Employees who feel recognized for their performance are more likely to contribute positively to the team, creating a harmonious work atmosphere.

Implementation of a merit system and good working relationships contribute significantly to employee performance at Bandung Adventist Hospital. To maximize the performance of hospital management employees to implement a transparent and fair merit system, while building a work environment that supports communication and collaboration. The impact will result in improved performance, job satisfaction, and overall health care quality. in a harmonious atmosphere they can focus more on their tasks.

## **6. CONCLUSION**

Based on the results of the analysis and discussion that the researcher has previously carried out, the researcher draws conclusions from what the researcher has described as well as suggestions for the Bandung Adventist Hospital. It is hoped that these conclusions and suggestions can help with problems regarding the implementation of the merit system and employee work relations at the Bamdung Adventist Hospital. The conclusions from this thesis research are:

1. There is no significant influence between the merit system and employee performance.
2. There is a significant influence between work relationships and employee performance
3. Effect of the Combination of the Merit System and Work Relations on Employee Performance: 18.2% The implementation of the Merit System and work relations has a significant effect on employee performance. The remaining 81.8% is influenced by variables not examined in this research.

## **SUGGESTION**

1. Suggestions for Bandung Adventist Hospital Management:
  - a. Implementing a transparent merit system such as setting clear and objective criteria for performance appraisal, so that all employees understand what is expected and carry out socialization regarding the merit system in place.
  - b. Create an inclusive and supportive work culture where employees feel valued and heard.
  - c. Implement an awards program to recognize employee work achievements, both individual and team, to increase motivation. Make sure the awards given are announced openly to inspire employees.
2. By implementing the suggestions above, it is hoped that Bandung Adventist Hospital management can improve overall employee performance, create a more productive work environment and improve the quality of health services.

3. Suggestions for Further Research

Conduct longitudinal research to analyze changes in employee performance over time, along with the implementation of the merit system and the dynamics of employment relations. Examine moderating variables such as length of service, demographic characteristics, individual factors, work environment, organizational culture, motivation, job satisfaction, stress, competence, employee qualifications and others that can influence the relationship between the merit system, work relationships and performance. Conduct comparative studies between hospitals or organizations in the health sector and other sectors to see differences in the implementation of the merit system and its impact on performance. Other research uses qualitative methods such as in-depth interviews or focus group discussions, to gain a deeper understanding of employee perceptions of the merit system and employment relationships. Develop a theoretical model that can explain the relationship between the merit system, employment relationships and employee performance more holistically by considering external factors. Conduct research that focuses on employee feedback regarding the merit system and employment relations to understand their experiences more deeply

## **LIMITATION**

Adventist Hospital management faces the challenge of implementing a merit system. But advent hospitals must consider the challenges that may arise in implementing the merit system. For a merit system to function well, hospitals need to ensure that employees have

access to training and development. Sometimes the implementation of a merit system can be hampered by budget or other resource limitations. With proper implementation and support from management, the merit system can contribute significantly to improving employee performance at Bandung Adventist Hospital

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