

The Influence of Job Training and Career Development on Employee Performance

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ABSTRACT

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Human capital represents a critical component within any organization or enterprise, as the achievement of organizational goals is significantly shaped by the competence and capabilities of its workforce. Given this central role, the administration of RSUD R.A.A Tjokronegoro Purworejo must give serious consideration to the performance of its personnel to ensure that institutional objectives are effectively realized. Employee performance can be shaped by multiple elements, notably including training initiatives and career progression opportunities.

This research investigates the impact of professional training and career advancement on the job performance of non-medical staff at RSUD R.A.A Tjokronegoro Purworejo. Employing a quantitative methodology, data were gathered through questionnaires distributed to 84 civil servant employees. The results of regression analysis indicated that both training and career development exert a significant and positive influence on staff performance. These findings underscore the critical need to enhance training schemes and structured career development to optimize employee outcomes.

1. Introduction

1.1 Background

In a time of global integration and evolving public service systems, enhancing the capabilities of human resources has emerged as a crucial element in driving organizational effectiveness, particularly within healthcare facilities such as hospitals. One effective way to enhance HR quality is through ongoing job training and systematic career development. These two aspects are believed to drive improvements in employee performance, which ultimately has a direct impact on the effectiveness of public services delivered to society.

Job training is an organizational effort to provide structured learning to employees so that they possess competencies aligned with the demands of their roles. According to Wexley and Yulk, as cited in Widodo[1] training and development refer to planned efforts undertaken to achieve mastery of employees' skills, attitudes, and knowledge. When training is appropriately designed and implemented, employees not only gain a deeper understanding of their duties and responsibilities but also demonstrate improvements in both work quality and productivity

On the other hand, career development functions as a key factor in fostering employee motivation. This concept extends beyond mere promotions, encompassing the enhancement of individual competencies, the formulation of clear career pathways, and the provision of institutional support to facilitate personal and professional growth. Hasibuan [2] explains that development involves

deliberate efforts to improve employees' theoretical understanding, technical abilities, conceptual insight, and moral integrity, enabling them to adapt effectively to organizational and job-related demands. When career development is poorly structured or insufficiently prioritized, employees may experience stagnation, which can negatively impact their performance levels.

The relevance of this topic is very important, especially in the hospital sector which has a complex organizational structure and high workload. RSUD R.A.A Tjokronegoro Purworejo is a regional hospital that is a referral center for health services in the Purworejo Regency area. This hospital has two categories of employees, namely medical and non-medical employees, each of whom plays an important role in running the service. The focus of this study is aimed at non-medical ASN employees, such as finance, planning, personnel, service, and support staff, totaling 108 people.

Although the hospital has implemented a job training and career development program, in practice several problems are still found, including: (1) Training that is not flexible enough and often clashes with workload, so that employee participation is low. (2) Training evaluation that has not been carried out comprehensively and continuously, so that it is difficult to measure the effectiveness of training on improving performance. (3) Lack of clear information about career paths, weak cross-departmental communication, and limited experience that hinder employee career development.

These problems can hinder the optimization of HR potential and reduce employee performance levels. Given these considerations, a scientific inquiry is necessary to evaluate the influence of job training and career development on employee performance, with a specific focus on non-medical staff at RSUD R.A.A Tjokronegoro Purworejo.

Based on the background above, the following hypotheses are formulated:

1. H1: Job training has a positive effect on the performance of non-medical employees.
2. H2: Career development has a positive effect on the performance of non-medical employees.

1.2 Problem Statement

While earlier research has acknowledged the significance of job training and career development in enhancing employee performance, the results across various studies remain inconclusive and at times contradictory. Some studies, such as those conducted by Setiawan [3], Khoirani & Marginingsih [4] showed positive results so that training had a significant effect on employee performance. However, other studies, such as those presented by Manoppo [5], showed negative results so that job training did not have a significant effect on performance. The research conducted by Yusuf [6], Setiawan (2024) and Jalaludin [7] the findings indicate a positive correlation, suggesting that career development significantly influences employee performance. However, this also highlights the existence of a research gap concerning the actual effectiveness of training and career development in enhancing performance, particularly within public service institutions such as regional hospitals. Moreover, prior studies have predominantly concentrated on employees in the private sector or medical professionals, while research focusing on non-medical staff in public healthcare settings remains scarce.

R.A.A Tjokronegoro Purworejo Regional Hospital as one of the referral hospitals in Purworejo

Regency has implemented training and career development programs. However, in fact, there are still obstacles such as:

1. Training programs that are considered less flexible and not contextual with employee workloads,
2. Post-training evaluations that are not optimal so that their impact on performance is not known for sure,
3. Lack of information and support for career development paths, which causes low motivation and unclear job prospects for non-medical employees.

These issues reveal a disconnect between the execution of programs and their anticipated outcomes, and to date, no studies have specifically investigated the connection between job training, career development, and the performance of non-medical civil servant employees at RSUD R.A.A Tjokronegoro Purworejo.

Therefore, this study was conducted to fill this knowledge gap, with a focus on:

1. Is the job training provided able to improve the performance of non-medical employees?
2. Does the career development carried out contribute significantly to improving their performance?

This research aims to offer empirical insights that can serve as a foundation for informed decision-making to enhance the human resource development system within regional hospital settings.

1.3 Objectives and Scope

This research seeks to examine and clarify the impact of job training and career development on the performance of non-medical staff at R.A.A Tjokronegoro Purworejo Regional Hospital. More specifically, the study aims to:

1. To examine and evaluate the extent to which job training positively and significantly influences the performance of non-medical staff at R.A.A Tjokronegoro Purworejo Regional Hospital.
2. To investigate and assess whether career development has a positive and meaningful impact on the performance of non-medical employees at R.A.A Tjokronegoro Purworejo Regional Hospital.

By fulfilling these goals, this research aims to offer empirical insights that contribute to the advancement of human resource management practices within the public service domain, particularly in the healthcare sector.

This study has certain limitations and scopes in order to maintain the focus and depth of the analysis. The scope the study is outlined as follows:

1. The subjects of the study are limited to non-medical ASN (State Civil Apparatus) employees who work in the personnel, finance, planning, service, and support units at the R.A.A Tjokronegoro Purworejo Regional Hospital.
2. The focus of this research is to examine the impact of job training and career development, which serve as independent variables, on employee performance as the dependent variable.
3. This study does not include medical employees (doctors and nurses) and non-ASN employees, considering the differences in task characteristics and human resource development systems.
4. The performance aspects studied are focused on individual employee performance based on perceptions and measurements that are relevant to the administrative and operational tasks of non-medical employees.

Given these boundaries, the findings of this research are anticipated to offer a more precise and focused understanding of how job training and career development affect performance within the framework of public hospital institutions.

2. Literature Review

2.1 Related Work

Although many studies have examined human resources, this study refers to and continues several results from previous studies that are relevant in the field of human resource management, especially regarding job training and career development. This research revisits and reinforces empirical findings from prior studies, emphasizing that job training and career development are critical determinants with a significant impact on employee performance.

Several previous studies such as by Yusuf (2022), Setiawan (2024), Jalaludin (2024), and Khoirani & Marginingsih (2025) consistently show that both variables, specifically, job training and career development have demonstrated a positive and statistically significant influence on employee performance across various sectors, including private enterprises, state-owned companies (BUMN), and public institutions. Meanwhile, research performed by Manoppo (2021) shows that job training has a negative and insignificant effect on employee performance.

This study continues these findings by focusing on the public health service sector, namely non-medical employees of the R.A.A Tjokronegoro Purworejo Regional Hospital. The results support previous research and reinforce that training and career development are also effective in public agencies, thus extending the generalizability of the results to new contexts.

2.2 Research Gap

Although there have been many studies discussing the impact of training programs and career advancement on staff performance most of them have been conducted in the private sector, state-owned enterprises, or government agencies in general. There have not been many studies that specifically examine the influence of these two key components in public sector healthcare delivery, especially in government hospitals. In addition, the object of this study focused on non-medical employees, who have different characteristics and roles compared to medical employees and other sectors.

Aside from the variations in research settings, inconsistencies also appear in the results of prior studies. For instance, a study by Manoppo (2021) concluded that job training did not have a significant impact on employee performance. This suggests that the link between job training and employee performance remains inconclusive and warrants further investigation across different organizational contexts and work environments.

Thus, this study is important to be conducted in order to fill the gap in empirical studies and expand the generalization of the results to the public sector, especially regional hospitals, while also providing practical contributions to human resource management in the health service environment.

3. Methodology

This study employs a quantitative research design utilizing a survey method through the distribution of questionnaires. This methodological choice is based on its ability to objectively and

systematically assess the relationships between variables. The use of questionnaires enables the efficient collection of data from a broad range of respondents. The information gathered reflects non-medical employees' perceptions regarding job training, career development, and their performance. To analyze the data, multiple linear regression was applied to evaluate both the individual (partial) and combined (simultaneous) effects of the independent variables on the dependent variable. The use of this analytical technique aligns with the research objective, which is to examine how job training and career development influence employee performance. To ensure the quality of the data instruments, validity and reliability tests were conducted to confirm their accuracy and consistency. Through this methodological approach, the study aims to produce reliable results that can inform managerial decision-making within the hospital setting.

3.1 Data Collection

The primary data utilized in this study were obtained directly from respondents through the distribution of questionnaires to non-medical staff at R.A.A Tjokronegoro Purworejo Regional Hospital. Data were gathered using a survey method, employing a structured, closed-ended questionnaire developed based on indicators representing each research variable: job training (X_1), career development (X_2), and employee performance (Y).

The sampling method applied was purposive sampling, wherein respondents were selected according to specific criteria aligned with the research objectives. These criteria included: (1) civil servants employed at R.A.A Tjokronegoro Purworejo Regional Hospital, (2) non-medical personnel, and (3) individuals assigned to departments such as human resources, finance, planning, administration, or general services.

Out of a total population of 160 individuals, 108 respondents met the established criteria and were included in the final sample. The data collection process involved the direct distribution of questionnaires at the respondents' respective work areas, while adhering to research ethics and maintaining the confidentiality of personal information provided by participants.

3.2 Analysis Techniques

The analytical method employed in this research is multiple linear regression, which is used to assess the influence of the independent variables Job Training (X_1) and Career Development (X_2) on the dependent variable, namely Employee Performance (Y). This method is considered suitable due to the presence of two predictor variables hypothesized to impact a single outcome variable. Prior to performing the regression analysis, the data underwent validity and reliability testing to ensure that the questionnaire instrument was both accurate and consistent. The statistical analysis was conducted using SPSS version 25, which enables efficient and precise processing of quantitative data. The output of this analysis serves as the basis for determining whether the independent variables exert a statistically significant effect on the dependent variable, either individually or jointly.

3.3 Validation

To ensure the accuracy and dependability of the data used in this study, two essential validation procedures were conducted: validity testing and reliability testing. Validity testing was conducted to assess whether the questionnaire items effectively measured the intended constructs. This was analyzed using the Corrected Item-Total Correlation coefficient. Based on the criteria stated by Ghozali [8], items with a correlation value (r-calculated) exceeding 0.30 are considered valid. The validity assessment was performed using SPSS version 25.

Reliability testing, on the other hand, aimed to evaluate the consistency of the responses across different questionnaire items. This was measured using Cronbach's Alpha coefficient, with a value above 0.70 indicating that the instrument is considered reliable (Nunnally in Ghazali, 2018). This reflects a strong level of internal consistency.

4. Results and Discussion

4.1 Key Findings

Tabel 1.1
Uji Validitas

Variable	Assesment Item	Pearson Correlation	r-min
Job Training (X ₁)	X1. 1	0,642	0,3
	X1. 2	0,769	
	X1. 3	0,647	
	X1. 4	0,583	
	X1. 5	0,778	
	X1. 6	0,731	
	X1. 7	0,558	
	X1. 8	0,585	
	X1. 9	0,618	
	X1. 10	0,546	
Career Development (X ₂)	X2. 1	0,537	0,3
	X2. 2	0,591	
	X2. 3	0,634	
	X2. 4	0,584	
	X2. 5	0,564	
	X2. 6	0,640	
	X2. 7	0,534	
	X2. 8	0,747	
	X2. 9	0,664	
	X2. 10	0,572	
	X2. 11	0,554	
	X2. 12	0,631	
	X2. 13	0,737	
	X2. 14	0,701	
	X2. 15	0,527	
	X2. 16	0,646	
	X2. 17	0,786	
	X2. 18	0,628	
	X2. 19	0,685	
	X2. 20	0,622	
	Y. 1	0,684	

Employee performance (Y)	Y. 2	0,669	0,3
	Y. 3	0,621	
	Y. 4	0,539	
	Y. 5	0,537	
	Y. 6	0,565	
	Y. 7	0,731	
	Y. 8	0,668	
	Y. 9	0,678	
	Y. 10	0,580	

The validity test results for the instrument reveal that the Pearson Correlation coefficients are positive and exceed the threshold of 0.3. This indicates that all items meet the criteria for validity, demonstrating that each questionnaire item effectively measures the intended research variables.

Tabel 1.2
Uji Reliabilitas

Variable	Asssesment Item	Cronbach's Alpha if Item Deleted	Cronbach's Alpha	r-min
Job Training (X1)	X1. 1	0,738	0,759	0,7
	X1. 2	0,732		
	X1. 3	0,738		
	X1. 4	0,743		
	X1. 5	0,727		
	X1. 6	0,734		
	X1. 7	0,744		
	X1. 8	0,744		
	X1. 9	0,737		
	X1. 10	0,746		
Career Development (X2)	X2. 1	0,743	0,754	0,7
	X2. 2	0,741		
	X2. 3	0,739		
	X2. 4	0,740		
	X2. 5	0,743		
	X2. 6	0,741		
	X2. 7	0,745		
	X2. 8	0,740		
	X2. 9	0,742		
	X2. 10	0,744		
	X2. 11	0,745		
	X2. 12	0,743		
	X2. 13	0,740		
	X2. 14	0,741		

	X2. 15	0,745		
	X2. 16	0,743		
	X2. 17	0,738		
	X2. 18	0,744		
	X2. 19	0,740		
	X2. 20	0,744		
Employee performance (Y)	Y. 1	0,729	0,755	0,7
	Y. 2	0,731		
	Y. 3	0,735		
	Y. 4	0,744		
	Y. 5	0,744		
	Y. 6	0,739		
	Y. 7	0,722		
	Y. 8	0,726		
	Y. 9	0,732		
	Y. 10	0,742		

The reliability test results of the instrument indicate that each statement item has a Cronbach's Alpha value exceeding 0.7. Therefore, the instrument is considered reliable, meaning that the questionnaire items consistently measure the constructs or variables under study, making it suitable for use in the subsequent data collection process.

4.2 Interpretation of Results h

Tabel 1.2
Uji Reliabilitas

Variabel	Standardized Coefficients (Beta)	Sig.	Keterangan
Job Training (X_1)	0,460	0,000	Positif dan Signifikan
Career Development (X_2)	0,285	0,011	Positif dan Signifikan

Based on the table presented, the multiple linear regression analysis reveals that the regression coefficient between job training and employee performance is 0.460, with a significance level of 0.000 ($p < 0.05$). This finding demonstrates that job training has a positive and statistically significant impact on the performance of employees at R.A.A Tjokronegoro Purworejo Hospital. Similarly, the analysis shows that the regression coefficient between career development and employee performance is 0.285, with a significance level of 0.011 ($p < 0.05$), indicating that career development also positively and significantly influences employee performance at the same hospital.

5. Discussion

5.1 Comparison with Prior Research

Several prior studies have demonstrated that job training and career development exert a positive and significant influence on employee performance. Investigations by Yusuf (2022), Setiawan (2024), Jalaludin (2024), and Khoirani & Marginingsih (2025) consistently indicate that both job training and career development positively and significantly impact employee performance. Conversely, Manoppo's (2021) research found that job training had a negative and non-significant effect on employee performance.

Findings from the study conducted at R.A.A Tjokronegoro Purworejo Hospital align with much of the existing literature. The regression coefficient for job training was 0.460 with a significance level of 0.000, while career development yielded a regression coefficient of 0.285 with a significance of 0.011. Moreover, the research instruments were confirmed valid and reliable, as all items showed validity coefficients above 0.3 and reliability coefficients exceeding 0.7, indicating that the collected data are suitable for analysis. Consequently, this study reinforces the empirical support that job training and career development play a crucial role in enhancing employee performance.

5.2 Limitations

The study is subject to some constraints., one of which is the limited scope of the location only at RSUD R.A.A Tjokronegoro. Therefore, the results of this study cannot necessarily be generalized to other areas that have different characteristics. In addition, there are other variables such as work motivation, job satisfaction, leadership style, work environment and employee psychological factors that are not the focus of this study, which may have an influence on performance. The survey method used also has limitations because it only includes quantitative data, so it cannot explore qualitative aspects in depth. In addition, filling out the questionnaire by respondents also has the potential for bias, because they may provide answers that are considered the most socially acceptable (social desirability bias). For this reason, it is hoped that further research can combine quantitative and qualitative methods in order to obtain a more comprehensive and comprehensive picture of the variables.

5.3 Future Research

These results can provide a useful reference for future investigations in similar fields. To broaden the generalization of the results, it is recommended that subsequent research include other regions, institutions, or agencies that have different characteristics. In addition, it is necessary to consider the addition of other variables such as work motivation, job satisfaction, leadership style, work environment and employee psychological factors that may affect performance. The use of mixed methods (quantitative and qualitative) can also provide a more comprehensive understanding of the factors that affect employee performance. It is also advisable to conduct longitudinal studies to examine the impact of facilities and work discipline over an extended duration, allowing for more comprehensive recommendations.

6. Conclusion

This study aims to assess the human resource management practices at RSUD R.A.A Tjokronegoro Purworejo, with a particular focus on how job training and career development impact employee

performance. The findings reveal that job training significantly enhances employee performance, while effective career development also contributes positively to performance outcomes.

Job training has been demonstrated to play a crucial role in boosting employee performance by equipping staff with the technical skills necessary to meet organizational objectives. Therefore, it is recommended that the institution continuously improve the quality of its job training programs and career development initiatives to ensure sustained employee performance effectiveness and better support the attainment of organizational goals.

Based on the analysis and discussion of the effects of job training and career development on the performance of non-medical employees at R.A.A Tjokronegoro Purworejo Regional Hospital, the following conclusions are drawn:

1. Job training has a positive and statistically significant influence on the performance of non-medical employees at R.A.A Tjokronegoro Purworejo Regional Hospital.
2. Career development has a positive and statistically significant influence on the performance of non-medical employees at R.A.A Tjokronegoro Purworejo Regional Hospital.

7. Recommendation

This study provides practical contributions to RSUD R.A.A Tjokronegoro Purworejo, especially in human resource management. Based on the study results, the author proposes the following considerations:

- a. The management of RSUD R.A.A Tjokronegoro Purworejo is expected to design and implement relevant and sustainable work training programs according to the needs of the work unit.
- b. The management of RSUD R.A.A Tjokronegoro Purworejo can provide clear and transparent career development opportunities so that employees can be motivated to improve their performance.
- c. The management of RSUD R.A.A Tjokronegoro Purworejo can involve employees in competency development planning to increase their sense of ownership and responsibility for their work.
- d. The management of RSUD R.A.A Tjokronegoro Purworejo can implement strategies that are believed to be able to encourage overall performance improvement, create a productive work environment, and increase the satisfaction and loyalty of non-medical employees in the RSUD R.A.A Tjokronegoro Purworejo environment.

Appendix

A. Kuisisioner

**Tabel 1.4
Kuisisioner**

1. Job Training (X1)

No.	Question	Answer Choices				
		5	4	3	2	1
		SS	S	N	TS	STS

1.	I feel that the training I attended increased my work effectiveness at R.A.A Tjokronegoro Purworejo Regional Hospital.				
2.	The training provided helped me in developing the technical skills needed at R.A.A Tjokronegoro Purworejo Regional Hospital.				
3.	The trainers selected by R.A.A Tjokronegoro Purworejo Regional Hospital have mastered the material so they are able to explain the material well.				
4.	The trainers selected by R.A.A Tjokronegoro Purworejo Regional Hospital have skills related to the material provided.				
5.	The training material is relevant to my duties and responsibilities at R.A.A Tjokronegoro Purworejo Regional Hospital.				
6.	The training materials support the development of practical skills needed by employees selected by R.A.A Tjokronegoro Purworejo Regional Hospital.				
7.	The training method used by the party selected by R.A.A Tjokronegoro Purworejo Regional Hospital facilitates a good understanding of the training material.				
8.	The training method chosen by the R.A.A Tjokronegoro Purworejo Regional Hospital provides an opportunity to learn independently and deepen the topic according to my needs.				
9.	The training held by R.A.A Tjokronegoro Purworejo Regional Hospital was designed by considering the different levels of participant qualifications.				
10.	The training held by R.A.A Tjokronegoro Purworejo Regional Hospital provides an opportunity to develop skills according to background and qualifications.				

2. Career Development (X2)

No.	Question	Answer Choices				
		5	4	3	2	1
		SS	S	N	TS	STS
1.	I think that at R.A.A Tjokronegoro Purworejo Regional Hospital there is a clear promotion.					
2.	I feel happy working at R.A.A Tjokronegoro Purworejo Regional Hospital because there is a promotion.					

3.	I think that R.A.A Tjokronegoro Purworejo Regional Hospital provides employees with the opportunity to become leaders or deputy leaders.				
4.	The opportunity for employees to become leaders or deputy leaders of R.A.A Tjokronegoro Purworejo Regional Hospital is open to all employees.				
5.	I think that R.A.A Tjokronegoro Purworejo Regional Hospital provides employees with the opportunity to occupy positions in accordance with the existing organizational structure.				
6.	I agree with the policy of R.A.A Tjokronegoro Purworejo Regional Hospital which provides employees with the opportunity to occupy positions in accordance with the existing organizational structure.				
7.	RSUD R.A.A Tjokronegoro Purworejo provides opportunities for all employees to participate in various training.				
8.	I am happy because RSUD R.A.A Tjokronegoro Purworejo opens opportunities for employees to participate in existing training.				
9.	R.A.A Tjokronegoro Purworejo Regional Hospital provides opportunities for employees to continue their education.				
10.	I support the decision of R.A.A Tjokronegoro Purworejo Regional Hospital to provide opportunities for employees to continue their education.				
11.	I am happy because RSUD R.A.A Tjokronegoro Purworejo provides an opportunity for employees to attend seminars/discussions/workshops.				
12.	I agree with the policy of R.A.A Tjokronegoro Purworejo Regional Hospital which provides employees with the opportunity to attend seminars/discussions/workshops.				
13.	For me, RSUD R.A.A Tjokronegoro Purworejo provides employees with the opportunity to take various competency courses to obtain expertise certificates.				
14.	RSUD R.A.A Tjokronegoro Purworejo provides employees with the opportunity to take competency courses in order to obtain a certificate of expertise.				

15.	R.A.A Tjokronegoro Purworejo Regional Hospital is trying to improve employee discipline.				
16.	I fully support the policy of R.A.A Tjokronegoro Purworejo Regional Hospital which continues to strive to improve employee discipline.				
17.	The R.A.A Tjokronegoro Purworejo Regional Hospital always increases the loyalty of its employees.				
18.	I agree with the decision of R.A.A Tjokronegoro Purworejo Regional Hospital to increase employee loyalty.				
19.	I think that the R.A.A Tjokronegoro Purworejo Regional Hospital is trying to increase employee motivation.				
20.	I support the various efforts made by R.A.A Tjokronegoro Purworejo Regional Hospital in an effort to increase employee motivation.				

3. Employee performance (Y)

No .	Question	Answer Choices				
		5	4	3	2	1
		SS	S	N	TS	STS
1.	I am able to complete all the work that is my responsibility at R.A.A Tjokronegoro Purworejo Regional Hospital.					
2.	Even though the R.A.A Tjokronegoro Purworejo Regional Hospital gave me a lot of work, I was able to complete it all quickly.					
3.	I know all things related to the work that is my responsibility at R.A.A Tjokronegoro Purworejo Regional Hospital.					
4.	I always increase my knowledge related to my work at R.A.A Tjokronegoro Purworejo Regional Hospital.					
5.	I try to complete the work according to the quality standards at R.A.A Tjokronegoro Purworejo Regional Hospital.					
6.	I try hard to do all the work to meet the standards of R.A.A Tjokronegoro Purworejo Regional Hospital.					
7.	I have high creativity in completing work at R.A.A Tjokronegoro Purworejo Regional Hospital.					
8.	I have high creativity in completing work at R.A.A Tjokronegoro Purworejo Regional Hospital.					

9.	I always work together to complete difficult work with my colleagues at R.A.A Tjokronegoro Purworejo Regional Hospital.				
10.	I am happy to be able to work together with my colleagues in carrying out work in the work environment of R.A.A Tjokronegoro Purworejo Regional Hospital.				

B. Population and sample

Sugiyono [9] a population refers to a broad area of generalization comprising objects or subjects that possess specific quantities and characteristics defined by the researcher for study, from which conclusions are derived. In this research, the population consists of 160 non-medical employees working at R.A.A Tjokronegoro Purworejo Hospital. Meanwhile, the sample according to Sugiyono (2018: 81) a sample represents a subset of the total population, sharing specific characteristics. The sampling method employed in this study is purposive sampling. According to Sugiyono (2018: 85), purposive sampling is a technique for selecting data sources based on particular criteria or considerations. The criteria used for choosing the sample in this study are as follows:

- Civil servant employees of R.A.A Tjokronegoro Purworejo Hospital in the non-medical category.
- Employees who work in personnel, finance, planning, support, and services.

Based on the above criteria, the final sample can be determined with a total of 108 non-medical employees.

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