

Research Article

Bembi Farizal^{1*}, Mohamad Adam², Isni Andriana³, Muhammad Ichsan Hadjri⁴

Determinant of Hospital Employees Performances: A Dynamic Capability Theory Perspective with Electronic Information System Moderation

*Corresponding Author: **Bembi Farizal**: Universitas Sriwijaya, Indonesia; 01023622126016@student.unsri.ac.id

Mohamad Adam: Universitas Sriwijaya, Indonesia; mr.adam2406@yahoo.com

Isni Andriana: Universitas Sriwijaya, Indonesia; bimbinganonline.isniandriana@gmail.com

Muhammad Ichsan Hadjri: Universitas Sriwijaya, Indonesia; ichsanhadjri@fe.unsri.ac.id

Received: Sept 18, 2025; **Accepted:** Oct 14, 2025; **Online:** Oct 31, 2025 | DOI: <https://doi.org/10.47353/ijema.v3i5.353>

Abstract: *This study aims to explore the effect of competence and adaptability on hospital employee performance moderated by electronic information system. This study applied quantitative method and causally associative approach. Employees that work in Regional General Hospital (RSUD) of South Sumatera Province were being populations in this study. The study sample was 120 employees was chosen using purposive sampling. Survey methods are used in data collection, employees are given questionnaires to complete. SmartPLS is utilized for data analysis, which employs partial least squares-structural equation modeling (PLS-SEM). The results show significant effect of competence, and electronic information system on hospital employee performance. While, adaptability did not have a significant effect on hospital employee performance in South Sumatra Provincial Hospital. Electronic information system is able to strengthen moderated the effect of competence and adaptability on hospital employee performance. This study highlights the significance various aspects of competency and flexibility in handling innovation for practitioners and policymakers, as well as the effect of hospital staff. These findings can be used by managers and policy makers to improve their resources and abilities to manage innovation more effectively, which is one of the top priorities of Regional General Hospitals (RSUD) in South Sulawesi Province nationally.*

Keywords: Competence, Adaptability, Electronic Information System, Hospital, South Sumatera Province.

Introduction

Employee performance is crucial to accomplishing organizational goals in both public and private enterprises. The way an organization performs must be different from how its employees perform their jobs. Therefore, employee performance is the primary determinant of an organization's success or failure (Siregar et al., 2025). The success of a firm depends on the performance of employee, therefore entrepreneurs need to hire people who can do their jobs well. Performance is more about how employees behave or act than it is about the results or outputs of their work (Yudono et al., 2023). Performance is the term used to describe the results that can be obtained by an individual or group within an organizational setting by exercising authority and responsibility with the intention of achieving particular goals. It is the assessment of how well a program or activity is carried out in order to achieve the goals, objectives, vision, and mission of an organization as determined by strategic planning (Gunawan & Chalidyanto, 2020). Employee performance in most organizations and institutions is highly dependent on the welfare services provided by the individual organization. The welfare services together with employee's health and safety promote the efficiency and effectiveness of the staff. A satisfied employee leads to satisfied organization since efficiency, productivity and effectiveness leads to accomplishment of the organizations overall goals and objectives (Ningsih & Prastiwi, 2022).

Every year, hospital population keep increasing in Indonesia. The Indonesian Health Profile states that as of the end of 2020, there were 2980 hospitals, continuing the upward trend. Efforts to improve and equalize public access to health services are positively impacted by the expansion of hospitals (Sari et al.,

2023). However, if initiatives to increase hospital productivity, and also efficiency are not expected, this situation may become a burden. Public health management is challenging in many nations, including Indonesia (Saragih et al., 2025). An increase in population growth is one indicator of excellent hospital business prospects in Indonesia, and Indonesia has made great strides toward achieving Universal Health Coverage (UHC). Nevertheless, there is a flaw in the standard of care in spite of these advancements (Fanda et al., 2024). Many Indonesian hospitals, and consequently their employees, may not effectively sense emerging trends, patient needs, technological advancements, or changes in healthcare regulations. Employee problem is often a lack of adequate and ongoing training programs, leading to gaps in technical skills, and also feelings of unpreparedness for complex situations (Noto et al., 2021).

Regional General Hospital (RSUD) in South Sulawesi Province are healthcare facilities owned by the local government. RSUD in South Sulawesi have various types and levels, ranging from type B RSUD to regional RSUD. The RSUD offers a range of services, such as diagnostic support services, emergency services, inpatient treatment, and outpatient care. In order to satisfy the demands for higher-quality healthcare services, RSUD keeps working to enhance the caliber of its facilities, services, and human resources. According to the early observation results, the average performance of the employees at RSUD South Sulawesi was 71.76%, which is still below the National Hospital's applicable standards of 100%. Based on the survey results, the researchers conducted open and in-depth interviews with a number of hospital employees, considering their employment status, length of service, and workplace to better understand the factors that may contribute to low performance among hospital staff.

One of the factors that influences employee performance is competence (Untari et al., 2024). Competency factors can influence performance because high levels of ability will lead to high levels of employee performance. Conversely, if an employee's ability is low or does not align with their expertise, performance will not be achieved. According to Susanto et al. (2023), employees with competencies are better equipped to carry out their responsibilities, make wise judgments, and provide high-quality work. Skilled workers can confidently take on new challenges, solve complicated issues, and offer insightful advice. Their knowledge benefits not just personal achievement but also team and organizational success, productivity, and overall performance. Resilience and knowledge work together to produce powerful synergies that elevate employee performance (Kismanto et al., 2024). Research conducted by Onang et al. (2023); Sudrajat & Framesthi (2024) demonstrates that competency positively and significantly affects hospital employee performance. In contrast to the result of study by Junita et al. (2022) who founds that competence had no effect on employees performance.

Another factors that influences employee performance, namely adaptability (Yaya et al., 2025). Adaptation to change indicates that the individual is ready for the change to occur. Organisations that have been successful in implementing change also demonstrate that their employees have goals to change, have plans to change and are part of the change. Thus, one of the things that also has an important role in organisational change is the individuals who are part of the organisation (Thomas & Suresh, 2022). Fagerdal et al. (2024) states that organisational change will not succeed without allowing employees to make changes and the changes made become ineffective without being carefully prepared in advance. It is important for organisations to continually understand that the organisations are not only focused on evolving technology issues, fierce market competition, ever-changing business environment, but also pay attention to the effects of employee attitudes toward these changes. On the other hand, Tsandila-Kalakou et al. (2023) states that managing organisational change can be done by managing employees involved in the organisational change process because employees are determinants of effectiveness in change. Study by Chouhan (2023);

Mohailan (2024) found that adaptability affects employee performance, but this research differs from Yulianti (2021) shows that adaptability has no significant impact on employee performance.

Assessing the competence, and also adaptability of hospital employees is crucial for ensuring high-quality patient care, operational efficiency, and the hospital's ability to thrive in a dynamic healthcare environment. As stated by Ramadhan et al. (2023) who said the lack of interoperability in the healthcare system is a problem that can be solved with existing technology. Digital technology can increase efficiency, improve quality, and reduce response time by providing benefits to stakeholders such as the national health system, doctors, and patients. Sustainable advantage necessitates more than just possessing assets that are hard to duplicate (knowledge) in a corporate environment that is fast-paced, open to global competition, and dispersed across geographic sources and organizations of innovation. It also necessitates dynamic skills that are rare and challenging to duplicate (Kulkov et al., 2023). The ability of a company to use digital tools, technology, and procedures to achieve strategic goals is known as digital capability. However, the driving force behind how people skillfully utilize digital capability and convert it into digital performance is employee dynamic capability (Mumtaz et al., 2023).

Competency and flexibility define employee dynamic capability, which enables people to effectively respond and negotiate digital opportunities, challenges, and changes. Binsar et al. (2025) asserts that flexible workers maximize the use of digital capability, which is the fundamental technical infrastructure, increasing employee digital performance. Therefore, dynamic capability enhances the relationship between digital capability, and also employee digital performance (Fu et al., 2023). Organizations also need to take into account individuals' current capabilities, but more crucially, their capacity to integrate, develop, and reorganize competencies. Electronic Information Systems (EIS), in turn can act as a catalyst, enhancing these dynamic capabilities and ultimately boosting employee performance. EIS can significantly enhance a hospital's dynamic capabilities by providing access to real-time data, facilitating communication, and automating tasks (Mauro et al., 2024).

Study regarding the performance of hospital employees is still minimally studied. The selection of Regional General Hospital (RSUD) in South Sulawesi Province as study samples because this sector has important in the regional health systems. Importance of this study being conducted because there is inconsistent results due previous research finding. The addition of Electronic Information Systems (EIS) as moderating variable to analytical model and, also the differentiation of the estimations between RSUD employees a novel aspect of this study. Choi et al. (2018); Pitafi et al. (2018) research shows that Electronic Information Systems is able to moderate the relationship between competence and employee performance, but did not discuss adaptability. Meanwhile, studies by Al Nsour et al. (2025); Alolayyan et al. (2022), Electronic Information Systems can moderate the effect of adaptability on hospital employee performance, but does not discuss competence.

This study will explore the impact of competence and adaptability on performance of hospital employees, focusing specifically on how Electronic Information Systems moderates these relationships. By reviewing relevant literature and case studies, this research aims to provide a comprehensive understanding of these dynamics and also offer insights for hospital administrators looking to enhance service quality through strategic employee development and technology integration. As we examine these themes, it important to consider the broader implications for healthcare management. Developing a workforce that is both competent and adaptable benefits not only individual hospitals but the healthcare system. By fostering these qualities, healthcare organizations can better respond to challenges, improve patient care, and ultimately achieve better health outcomes in their communities.

Method

The study was conducted at Regional General Hospital (RSUD) in South Sulawesi Province. This study employed a causally associative approach and the quantitative method. This research integrates literature reviews by citing books and journal articles as theoretical underpinnings. Researchers use surveys to directly collect primary data in order to answer research questions and achieve exploratory, descriptive, or causal research goals. The target population consists of RSUD staff members. Purposive sampling is technique used by researchers to collect samples that fairly represent the population being studied. The research sample was 120 (one hundred twenty) employees who work at RSUD in South Sulawesi. As part of the survey procedures for gathering data at the RSUD in South Sulawesi, employees are given questionnaires to complete. Each respondent's response was assessed on a 5-level Likert scale, which was the measurement tool used in this study.

PLS-SEM, or Partial Least Squares-Structural Equation Modeling, is used in the data analysis methods with SmartPLS. The instrument tests are the Cronbach's alpha, composite reliability, and also AVE validity tests. Measurement errors, latent variables, and indicator variables can all be directly examined using a data analysis method known as structural equation modeling (SEM). The two stages of the PLS assessment model are the outer model (measurement model), and the inner model (structural model). When the t-statistic value \geq t-table (1.96) and probability value $<$ alpha (0.05), the test conditions are used to determine whether exogenous factors significantly affect endogenous variables (Hair et al., 2019).

Results and Discussion

According to the questionnaire used in this study, 120 respondents completed it, their responses are shown in the table below:

Table 1. Respondents Description

Description	Frequency	Percentage
Gender		
Male	53	44.2%
Female	67	55.8%
Age		
20-30	46	38.3%
31-40	53	44.2%
41-50	21	17.5%
Length of Work		
1-2	46	38.3%
3-4	47	39.2%
>5	27	21.5%
Education Stage		
D3 (Associate Degree)	47	39.2%
S1 (Undergraduate Degree)	73	60.8%

Source: Processed data (2025)

Table 1 show that female respondents are more than male, which is 55.8% of the total respondents. Respondents aged 31 to 40 years are more dominant, which is 44.2% of the total respondents. The number

of respondents with 3 to 4 years of work experience dominates, which is 39.2%. While, respondents with undergraduate degree are more dominant than other education levels, which is 60.8%.

Analysis Outer Model (Measurement Model)

Convergent validity is evaluated using the correlation between the variables. Loading factors must be ≥ 0.7 in order to satisfy construct validity requirements (Hair et al., 2019). An indicator is said to have a higher correlation than the others if AVE value is greater than 0.5. A composite reliability analysis was used to evaluate the instrument's accuracy, and also dependability for evaluating a specific construct. If the Cronbach's alpha, and also composite reliability values are both greater than 0.70, it is considered reliable.

Table 2. Factor Loadings, Cronbach's Alpha, Composite Reliability and AVE

Variable	Item Measurement	Factor Loadings	Cronbach's Alpha	Composite Reliability	AVE
Competence (X ₁)	C.1	0.841	0.910	0.925	0.675
	C.2	0.809			
	C.3	0.766			
	C.4	0.747			
	C.5	0.881			
	C.6	0.875			
Adaptability (X ₂)	A.1	0.762	0.899	0.904	0.710
	A.2	0.897			
	A.3	0.884			
	A.4	0.846			
	A.5	0.878			
Electronic Information System (M)	EIS.1	0.881	0.882	0.909	0.666
	EIS.2	0.868			
	EIS.3	0.781			
	EIS.4	0.765			
	EIS.5	0.778			
Hospital Employee Performance (Y)	HEP.1	0.856	0.962	0.920	0.727
	HEP.2	0.875			
	HEP.3	0.906			
	HEP.4	0.833			
	HEP.5	0.788			

Source: Processed data (2025)

Table 2 shows that the indicators are reliable in evaluating employee performance because each indicator's factor loading value is higher than 0.70. Both the composite reliability and Cronbach's alpha values, which are both greater than 0.70, demonstrate the degree of dependability. All variables were found to be reliable although construct dependability of each indicator varied. Additionally, since each of these indicators AVE values, which indicate the degree of convergence are greater than 0.5, they all meet the requirements for the strong convergence.

Analysis Model Structural (Inner Model)

R- Square

The R-squared metric is used to express how much an independent variable can affect dependent variables.

Table 3. R-Square

	R-Square (R ²)	R-Square Adjusted
Hospital Employee Performance	0.465	0.400

Source: Data processing (2025)

According to the table 3, the effects of competence, adaptability, and also electronic information system on hospital employee performance have a value of 0.465 or 46.5%, this value is in middle of the range. However, the remaining 53.5% are influenced by additional factors that are not covered in this study.

Path Coefficients

To ascertain whether the variables are related, bootstrapping was employed. When the alpha (0.05), and t-statistic value (1.96) are equal or both less than the probability value, the test conditions are satisfied. Exogenous variables significantly affect endogenous variables.

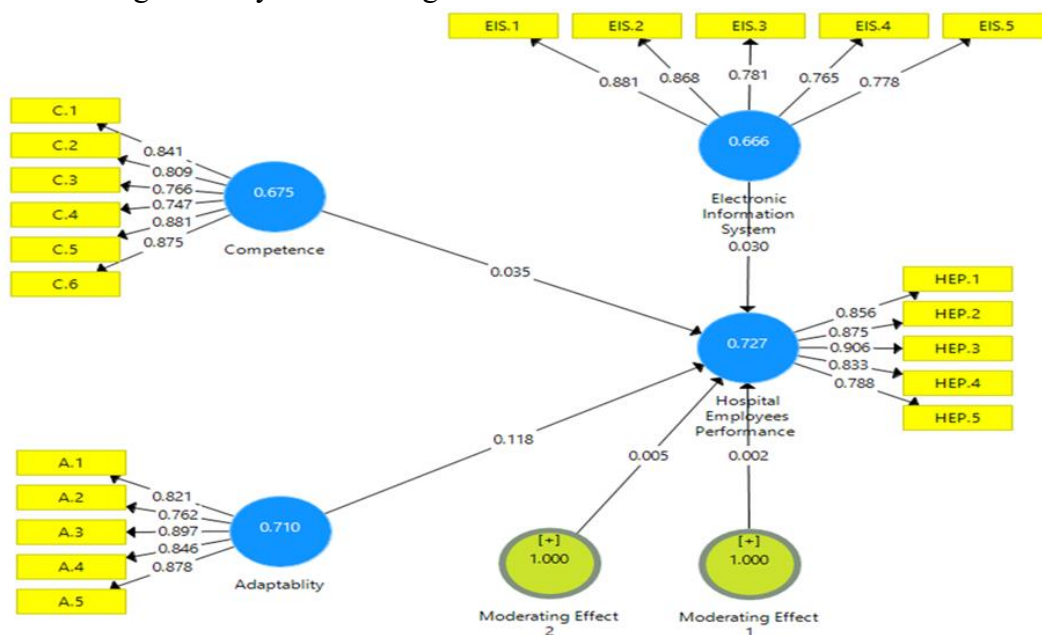


Table 4. Hypothesis Test Results

	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P-Values	Conclusion
Competence → Hospital Employee Performance	0.117	2.601	0.035	Accepted
Adaptability → Hospital Employee Performance	0.107	1.330	0.118	Rejected
Electronic Information System → Hospital Employee Performance	0.116	2.765	0.030	Accepted

	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P-Values	Conclusion
Competence → Hospital Employee Performance * Electronic Information System	0.108	5.028	0.002	Accepted
Adaptability → Hospital Employee Performance * Electronic Information System	0.106	4.765	0.005	Accepted

Source: Data processing (2025)

The test results are displayed in the table. First, competence has significant positive impact on hospital employee performance, indicated by the t-statistic of $2.601 > 1.96$ and p-value of $0.035 < 0.05$, so H_1 is accepted. Based on the second hypothesis, with the t-statistics $1.330 < 1.96$, and p-value $0.118 > 0.05$, indicate that adaptability did not affect the hospital employee performance, so H_2 is rejected. Third hypothesis found that electronic information system has significant on hospital employee performance, with t-statistics of $2.765 > 1.96$ and p-value of $0.030 < 0.05$, so H_3 is accepted. The fourth hypothesis shows that a p-value of $0.002 < 0.05$, and t-statistics of 5.028 , indicates that electronic information system is able to strengthen moderate the effect of competence on hospital employee performance, so H_4 is accepted. The fifth hypothesis test findings indicate that the p-value is $0.005 < 0.05$ and the t-statistic is 4.765 , electronic information system is able to strengthen moderate the effect of adaptability on quality financial reports, so H_5 is accepted.

The Effect of Competence on Hospital Employee Performance

Based on data analysis findings, competence have a significant positive effect on the employee performance in Regional General Hospitals (RSUD) of South Sulawesi Province. It indicates that the higher the value of competence, the higher value of performance. Thus, the performance of employee in Regional General Hospitals (RSUD) in South Sulawesi Province is quite good. The hospital expects employees to adhere to standards of conduct, this as an attempt to improve employee performance. The efforts to improve healthcare performance in hospitals are crucial cause of various aspects of healthcare improvement efforts. Competency extends beyond mere technical proficiency and specialized expertise, it is also encompass fundamental soft skills, such as adept communication, collaborative teamwork, and seamless interaction with colleagues. Employees who have good competencies will also produce good performance because they understand their job desk correctly. This is in line with research conducted by Onang et al. (2023); Sudrajat & Framesthi (2024) shows that competence has a positive and significant effect on performance of employees in hospital. Based on these results, employee performance could be higher if it was followed with high competence.

The Effect of Adaptability on Hospital Employee Performance

Based on data analysis findings, adaptability did not have a significant effect on the employee performance in Regional General Hospitals (RSUD) of South Sulawesi Province. This indicates that high adaptability to work does not always improve employee performance. Highly flexible workers may be more inclined to look for new chances if they believe there are better opportunities elsewhere. The exact

circumstances, including the type of changes, the personality of the individual, and the organization's support, can all affect how adaptation affects performance. It is important to consider the specific context and potential drawbacks, so that adaptability can benefit employee performance. Employees need to be equipped with relevant skills to face changes. If they do not receive adequate training, their adaptability may not be optimized. If the changes faced by employees are too extreme or occur suddenly, the ability to adapt may not be sufficient to mitigate the impact on performance. Stress, anxiety, or other mental health issues can hinder employee's adaptability, and performance, regardless of how well they adapt technically. The company needs to create a supportive environment, provide relevant training, and ensure employee motivation is maintained to maximize their adaptation potential. The results of this study are consistent with earlier research carried out by Yulianti (2021), adaptability did not effect on employee performance.

The Effect of Electronic Information System on Hospital Employee Performance

Based on the data analysis findings, electronic information system has a significant positive effect on the employee performance in Regional General Hospitals (RSUD) of South Sulawesi Province. This indicates that the higher value of electronic information system, the higher value of performance. The implementation of good electronic information system can improve the efficiency of health services and improve quality of overall health management. Information technology, particularly management information systems, serves not only as a tool for managing data and information, but as a catalyst for organizational change. Hospital that are able to adopt information technology well have a significant competitive advantage. Hospitals that implement electronic information systems can produce better employee performance because they provide easy and fast access to data and information relevant to employee work so they can complete tasks more efficiently. The use of electronic information system helps in planning individual and team performance, by providing accurate, and also structured data to set clear goals, targets and performance indicators. By having a transparent and fair system through the use of electronic information system, employees feel more motivated to achieve their performance targets, which ultimately can increase job satisfaction and performance. The results of this study are consistent with earlier research carried out by Alolayyan et al. (2020); Jeilani & Hussein (2025), shows that electronic information systems significantly impacts healthcare workers performance.

The Effect of Competence on Hospital Employee Performance Moderated by Electronic Information System

The findings of study demonstrated that electronic information system (EIS) is able to strengthen moderate the effect of competence on Hospital Employee Performance. This indicate that competence and electronic information system play an important role in the organization for producing employee performance. A person will have a more varied and richer work experience and perform better if they have a lot of experience in completing different types of work. A variety of patient data can be accessed and worked with by clinicians with the use of electronic information systems. The presence of information technology at this time will impact the efficiency, and also effectiveness of hospital operational activities. The existence of high human resource competence combined with the implementation of reliable information system will facilitate and accelerate the company's operational processes, which will improve the performance of hospital employees. The utilization of electronic information system technology enables companies to operate effectively and efficiently. High competency of human resources supported by electronic information systems will accelerate operational processes of hospitals. The results of this study

are consistent with earlier research carried out by Choi et al. (2018); Pitaifi et al. (2018), electronic information system can strengthen moderate the effect of competence on employee performance.

The Effect of Adaptability on Hospital Employee Performance Moderated by Electronic Information System

The findings of research demonstrated that electronic information system is able to strengthen moderate the effect of adaptability on hospital employee performance. It indicates that adaptability and electronic information system play an important role in the organization for producing employee performance. Workers that possess job adaptation skills are able to overcome a variety of obstacles at work. Achieving organizational objectives and enhancing professional performance are facilitated by job adaptation. The value of job adaptation in corporate settings is found in its ability to boost output and enhance professional performance. Adaptability must also be supported by the utilization of electronic information system in working to achieve high performance of work. Electronic information systems provide easy and quick access to job-related information, company policies, and performance targets. This helps employees better understand their roles, keep up with organizational developments, and adapt to changes. Ultimately, the use of electronic information systems has great potential to enhance employee's adaptability, and improve their performance. By effectively leveraging this technology, organizations can create a more dynamic, responsive, and productive work environment. The results of this study are consistent with earlier research carried out by Al Nsour et al. (2025); Alolayyan et al. (2022), electronic information system can strengthen moderate the effect of adaptability on employee performance.

Conclusion

The results of this research, which are predicated on data analysis, competence and electronic information system has a significant impact on employee performance. In contrast, adaptability did not have effect on hospital employee performance in RSUD South Sulawesi province. On the other hand, electronic information system is able to strengthen moderate the effect of competence and adaptability on employee performance. Competence encompasses the knowledge, skills, and also abilities required for effective performance in a specific role. Competencies are abilities acquired through experience and learning. Employees who have good competencies will also produce good performance because they understand their job desk correctly. Organizations that are able to adopt information technology well have a significant competitive advantage. Hospitals that implement electronic information systems can produce better employee performance because they provide easy, fast access to data and information relevant to employee work, so they can complete tasks more efficiently. Adaptability must also be supported by the utilization of electronic information system in working to achieve high performance of work. Electronic information systems provide easy and quick access to job-related information, company policies, and performance targets.

This study can contribute to the advancement of existing theories and offer institutions with resources to produce the quality of performance. To guarantee adherence to set standards and regulations, policymakers and public sector organizations should place a high priority on funding the training and development of human resources as well as improving monitoring systems. In order to produce high-quality employee performance, management must see human resources as a valuable asset. To this end, human resources must receive computer training in order to present quality of work with high productivity.

This research only focus on RSUD in South Sulawesi province, so may restrict how broadly the results may be applied to other places with distinct administrative or regulatory frameworks. Future research must be done to broaden the number of samples and develop on a larger scale. Questionnaires were used to gather data, and as they rely on respondent's perceptions, they may contain biases or mistakes. Using a cross-sectional design, the research collects data at a single point in time, potentially failing to account for long-term impacts or changes over time. Further research is expected to test other variables like work experience, work environment, compensation, and so on.

References

- Al Nsour, M. K. S. M., Muslim, N. A., Mohamed, A. A., & Al-Dalaien, A. A. A.-H. (2025). The Factors Affect Risk Management Information Systems and the Moderating Influence of Top Management Support among Jordanian Hospitals. *Wseas Transactions on Business and Economics*, 22, 1339–1357. <https://doi.org/10.37394/23207.2025.22.109>
- Alolayyan, M. N., Al-Rwaidan, R., Hamadneh, S., Ahmad, A., Alhamad, A., Al-Hawary, S. I. S., & Alshurideh, M. T. (2022). The Mediating Role of Operational Flexibility on the Relationship Between Quality of Health Information Technology and Management Capability. *Uncertain Supply Chain Management*, 10(4), 1131–1140. <https://doi.org/10.5267/j.uscm.2022.8.014>
- Alolayyan, M. N., Alyahya, M. S., Alalawin, A. H., Shoukat, A., & Nusairat, F. T. (2020). Health Information Technology and Hospital Performance the Role of Health Information Quality in Teaching Hospitals. *Heliyon*, 6(10), e05040. <https://doi.org/10.1016/j.heliyon.2020.e05040>
- Astarina, I., Fitrio, T., Hapsila, A., Supriyadi, A., & Cahyono, D. (2022). The Role of Training in Mediating the Effect of Competence, Compensation on Employee Performance. *Jurnal Economia*, 18(1), 132–147. <https://doi.org/10.21831/economia.v18i1.42881>
- Bieńkowska, A., & Tworek, K. (2020). Job Performance Model Based on Employees' Dynamic Capabilities (EDC). *Sustainability (Switzerland)*, 12(6), 1–25. <https://doi.org/10.3390/su12062250>
- Binsar, F., Mursitama, T. N., Hamsal, M., & Rahim, R. K. (2025). The Role of Digital Adoption Capability on Hospital Performance in Indonesia Moderated by Environmental Dynamism. *Journal of Health Organization and Management*, 39(1), 1–21. <https://doi.org/10.1108/JHOM-04-2024-0130>
- Choi, Y.-J., Noh, J.-W., & Boo, Y.-K. (2018). The Effects of the Electronic Health Record System on Work Overload and Stress Moderation of Hospital Employees. *Journal of Industrial Distribution & Business*, 9(9), 35–44. <https://doi.org/10.13106/ijidb.2018.vol9.no9.35>
- Chouhan, V. S. (2023). Impact of Career Adaptability on Employee Performance: The Moderating Role of HR Practices. *Management and Labour Studies*, 48(3), 325–342. <https://doi.org/10.1177/0258042X231160956>
- Fagerdal, B., Lyng, H. B., Guise, V., Anderson, J. E., Braithwaite, J., & Wiig, S. (2024). Exploring the Influence of Health System Factors on Adaptive Capacity in Diverse Hospital Teams in Norway: A Multiple Case Study Approach. *BMJ Open*, 14(5), e076945. <https://doi.org/10.1136/bmjopen-2023-076945>
- Fanda, R. B., Probandari, A., Yuniar, Y., Hendarwan, H., Trisnantoro, L., Jongeneel, N., & Kok, M. O. (2024). The Availability of Essential Medicines in Primary Health Centres in Indonesia: Achievements and Challenges Across the Archipelago. *The Lancet Regional Health - Southeast Asia*, 22, 100345. <https://doi.org/10.1016/j.lansea.2023.100345>

- Fu, F., Zha, W., & Zhou, Q. (2023). The Impact of Enterprise Digital Capability on Employee Sustainable Performance: From the Perspective of Employee Learning. *Sustainability (Switzerland)*, 15(17), 1–22. <https://doi.org/10.3390/su151712897>
- Furnival, J., Boaden, R., & Walshe, K. (2019). A Dynamic Capabilities View of Improvement Capability. *Journal of Health Organization and Management*, 33(7–8), 821–834. <https://doi.org/10.1108/JHOM-11-2018-0342>
- Gunawan, I., & Chalidyanto, D. (2020). Analysis of Determinant Factors for Hospital Staff Adherence to the use of PPE the Care of Covid-19 Patients. *JMMR: Jurnal Medicoeticolegal Dan Manajemen Rumah Sakit*, 9(2), 187–194. <https://doi.org/10.18196/jmmr.93130>
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to Use and How to Report the Results of PLS-SEM. *European Business Review*, 31(1), 1–24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Hastuti, S., & Aini, Q. (2023). Bibliometric and Visual Analysis of Work Performance Nursing Staff Hospital. *Jurnal Aisyah: Jurnal Ilmu Kesehatan*, 8(2), 639–648. <https://doi.org/10.30604/jika.v8i2.1991>
- Heksarini, A., Aroma, E. H., & Hutaeruk, M. R. (2023). The Influence of Employee Responsibility and Knowledge on the Speed of Service and Employee Performance Moderated by the Hospital Management Information System: A Case Study of Type D Hospitals in the East Kalimantan Province. *Oblik i Finans*, 4(102), 132–142. [https://doi.org/10.33146/2307-9878-2023-4\(102\)-132-142](https://doi.org/10.33146/2307-9878-2023-4(102)-132-142)
- Husna, A., Pontoh, G. T., & Indrijawati, A. (2023). The Influence of Accounting Information Systems and Service Systems on Organizational Performance at Hospital in Makassar City. *Kinerja*, 27(1), 46–57. <https://doi.org/10.24002/kinerja.v27i1.6353>
- Indarjo, S., Azinar, M., Raharjo, B. B., & Salma, W. M. (2022). The Effect of Competence on Health Promoters Performance in Central Java Indonesia. *Kemas: Jurnal Kesehatan Masyarakat*, 17(4), 614–620. <https://doi.org/10.15294/kemas.v17i4.32778>
- Indiyati, D., Ghina, A., & Romadhona, A. F. (2021). Human Resource Competencies, Organizational Culture, and Employee Performance. *International Journal of Science and Society*, 3(1), 1–10. <https://doi.org/10.54783/ijssoc.v3i1.251>
- Jeilani, A., & Hussein, A. (2025). Impact of Digital Health Technologies Adoption on Healthcare Workers' Performance and Workload: Perspective with DOI and TOE Models. *BMC Health Services Research*, 25(1), 1–17. <https://doi.org/10.1186/s12913-025-12414-4>
- Junita, R., Asni, K., Syarifuddin, & Agusmadi. (2022). The Influence of Competence, Job Characteristics and Organizational Support on Employee Performance with Employee Engagement Mediation in Private Hospital in Banda Aceh. *International Journal of Applied Science and Engineering Review*, 3(6), 205–236. <https://doi.org/10.52267/IJASER.2022.3612>
- Kismanto, J., Pujilestari, A., Kusumawardhani, O. B., & Handayani, A. T. (2024). Measurement of Employee Performance in View of Competency, Motivation and Study Awards at Dr. Soeratno Gemolong Hospital, Sragen Indonesia. *Jurnal Ganeshwara*, 5(2), 24–33. <https://doi.org/10.36728/jg.v5i2.4511>
- Kulkov, I., Ivanova-Gongne, M., Bertello, A., Makkonen, H., Kulkova, J., Rohrbeck, R., & Ferraris, A. (2023). Technology Entrepreneurship in Healthcare: Challenges and Opportunities for Value Creation. *Journal of Innovation and Knowledge*, 8(2), 100365. <https://doi.org/10.1016/j.jik.2023.100365>

- Łukasik, M., & Porębska, A. (2022). Responsiveness and Adaptability of Healthcare Facilities in Emergency Scenarios: COVID-19 Experience. *International Journal of Environmental Research and Public Health*, 19(2), 1–18. <https://doi.org/10.3390/ijerph19020675>
- Mauro, M., Noto, G., Prenestini, A., & Sarto, F. (2024). Digital Transformation in Healthcare: Assessing the Role of Digital Technologies for Managerial Support Processes. *Technological Forecasting and Social Change*, 209, 123781. <https://doi.org/10.1016/j.techfore.2024.123781>
- Mohailan, M. H. S. (2024). The Impact of Job Adaptation on Organizational Performance in Hospitals Operating in Madaba Governorate. *International Journal of Finance, Insurance and Risk Management*, 14(3), 68–95. <https://doi.org/10.35808/ijfirm/397>
- Mumtaz, H., Riaz, M. H., Wajid, H., Saqib, M., Zeeshan, M. H., Khan, S. E., Chauhan, Y. R., Sohail, H., & Vohra, L. I. (2023). Current Challenges and Potential Solutions to the use of Digital Health Technologies in Evidence Generation: A Narrative Review. *Frontiers in Digital Health*, 5, 1–8. <https://doi.org/10.3389/fdgth.2023.1203945>
- Ningsih, L. K., & Prastiwi, N. L. P. E. Y. (2022). Improving the Performance of Hospital Employees Reviewed from the Perspective of Organizational Culture, Organizational Citizenship Behavior, and Organizational Commitment. *International Journal of Social Science and Business*, 6(1), 39–46. <https://doi.org/10.23887/ijssb.v6i1.40765>
- Noto, G., Lo Verso, A. C., & Barresi, G. (2021). What is the Performance in Public Hospitals? A Longitudinal Analysis of Performance Plans Through Topic Modeling. *BMC Health Services Research*, 21(1), 1–11. <https://doi.org/10.1186/s12913-021-06332-4>
- Onang ab, Y., Djawoto, D., & Prijati, P. (2023). The Influence of Competence, Motivation and Career Development on Nurse Performance Mediated by Organizational Commitment at Dr. Tc. Hillers Maumere Regional General Hospital. *JHSS: Journal of Humanities and Social Studies*, 07(02), 414–419. <https://doi.org/10.33751/jhss.v7i2.7534>
- Pitafi, A. H., Kanwal, S., Ali, A., Khan, A. N., & Ameen, M. W. (2018). Moderating Role of IT Competency and Work Cooperation on Employee Work Performance in an ESM Environment. *Technology in Society*, 55, 199–208. <https://doi.org/10.1016/j.techsoc.2018.08.002>
- Prasetyo, J. H., & Ariawan, J. (2023). The Role of HR Information System in Boosting the Performance of Employee. *Enrichment: Journal of Management*, 13(1), 204–213. <https://doi.org/10.35335/enrichment.v13i1.1220>
- Ramadhan, S. W., Maidin, A., & Thamrin, Y. (2023). Analysis of the Effect of Human Capital on Nurse Performance in Haji Hospital South Sulawesi Province. *Journal of Medical and Health Studies*, 3(1), 18–25. <https://doi.org/10.32996/jmhs.2022.3.1.3>
- Saragih, R. S., Kartasurya, M. I., Surjoputro, A., & Iswanti, D. I. (2025). Determinants of Excellent Service Performance in Nurses: A Cross-Sectional Study. *Journal of Nursing Practice*, 8(3), 525–533. <https://doi.org/10.30994/jnp.v8i3.627>
- Sari, M., Dahrani, & Sagala, N. A. (2023). Determinants of Employee Performance at Public Hospitals in Indonesia: Examining the Moderating Role of Organizational Culture. *Problems and Perspectives in Management*, 22(1), 57–68. [https://doi.org/10.21511/ppm.22\(1\).2024.06](https://doi.org/10.21511/ppm.22(1).2024.06)
- Setiyadi, D., Septiarini, E., Kurniasih, N., Wijaya, A., Boyke, H., & Umadato, H. (2024). Determinants of Adaptive Performance at Individual, Team, and Organizational Levels: A Systematic Review of Empirical Studies (2011-2022). *Journal of Logistics, Informatics and Service Science*, 11(12), 39–70. <https://doi.org/10.33168/JLISS.2024.1203>

- Siregar, A. Y. A., Tamtomo, D. G., & Murti, B. (2025). Determinants of Work Performance among Employee in Dr. Soediran Mangun Sumarso Hospital, Wonogiri, Central Java. *JHPM: Journal of Health Policy and Management*, 10(1), 41–49. <https://doi.org/10.26911/thejhpm.2025.10.01.04>
- Sudrajat, A., & Framesthi, D. B. (2024). The Impact of Nurses Training and Competence on the Quality of Inpatient Services in Bandung Hospital. *Jurnal Manajemen Pelayanan Publik*, 8(1), 95–111. <https://doi.org/10.24198/jmpp.v8i1.52361>
- Sulistyowati, Y., Hidayat, D., & Sukajie, B. (2024). Pengaruh Gaya Kepemimpinan, Kompetensi dan Motivasi Terhadap Produktivitas Kerja Pegawai Pada RS HS Samsoeri Mertojoso. *Greenomika*, 06(2), 103–112. <https://doi.org/10.55732/unu.gnk.2024.06.2.2>
- Susanto, P. C., Hidayat, W. W., Widyastuti, T., Rony, Z. T., & Soehaditama, J. P. (2023). Analysis of Resilience and Competence on Employee Performance through Intervening Key Performance Indicator Variables. *IJBA: Indonesian Journal of Business Analytics*, 3(3), 899–910. <https://doi.org/10.55927/ijba.v3i3.4274>
- Thomas, A., & Suresh, M. (2022). Readiness for Agility Adaptability and Alignment in Healthcare Organizations. *IISE Transactions on Healthcare Systems Engineering*, 13(2), 161–174. <https://doi.org/10.1080/24725579.2022.2144966>
- Tsandila-Kalakou, F., Wiig, S., & Aase, K. (2023). Factors Contributing to Healthcare Professionals' Adaptive Capacity with Hospital Standardization: A Scoping Review. *BMC Health Services Research*, 23(1), 1–13. <https://doi.org/10.1186/s12913-023-09698-9>
- Untari, U. D., Qomariah, N., & Martini, N. N. P. (2024). Efforts to Improve Hospital Employee Performance through Human Resource and Competency Development. *Journal of Economics, Finance And Management Studies*, 07(07), 4361–4368. <https://doi.org/10.47191/jefms/v7-i7-54>
- Vuong, T. D. N., & Nguyen, L. T. (2022). The Key Strategies for Measuring Employee Performance in Companies: A Systematic Review. *Sustainability*, 14(21), 14017. <https://doi.org/10.3390/su142114017>
- Wahyuhadi, J., Hidayah, N., & Aini, Q. (2023). Remuneration, Job Satisfaction, and Performance of Health Workers During the COVID-19 Pandemic Period at the Dr. Soetomo Hospital Surabaya, Indonesia. *Psychology Research and Behavior Management*, 16, 701–711. <https://doi.org/10.2147/PRBM.S396717>
- Wu, Y., Wang, W., & Zhang, X. (2021). Enhancing Hospital Performance: The Role of Interfirm Dynamic Capabilities from the Information Processing View. *Journal of Decision Systems*, 32(1), 139–161. <https://doi.org/10.1080/12460125.2021.1947945>
- Yaya, R., Saud, I. M., Murtin, A., Putra, A. Z., Suryanto, R., & Sofyani, H. (2025). Dynamic Capabilities in Healthcare: The Crucial Role of Adaptability in Enterprise Risk Management for Indonesian Hospitals. *Public Health of Indonesia*, 11(2), 193–203. <https://doi.org/10.36685/phi.v11i2.999>
- Yudono, A., Afrianto, F., & Hariyanto, A. D. (2023). The Evaluation of Geographical Health Facilities Structure in Makassar City, Indonesia. *International Journal of Environmental Research and Public Health*, 20(6), 1–21. <https://doi.org/10.3390/ijerph20065210>
- Yulianti, R. (2021). The Analysis of Nurse Performance During Covid-19 Pandemic: A Case Study from Private Hospital in Tangerang. *Jurnal Manajemen Teori Dan Terapan*, 14(2), 147–165. <https://doi.org/10.20473/jmtt.v14i2.27672>