



IMPLEMENTATION OF ASSESSMENT CENTERS IN HUMAN RESOURCE GOVERNANCE AT SIDOARJO REGIONAL GENERAL HOSPITAL

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Abstract

Not all employees of RSUD Sidoarjo, especially employees who do not remain competent, have competencies according to the field of work at RSUD Sidoarjo. This can happen because every employee has the potential to experience fluctuating dynamics of competence, performance, and talent. Therefore, each of these employees needs maintenance to maintain the quality of employee work. The purpose of the research was to determine the application of the right assessment center method in HR governance at RSUD Sidoarjo. This research was analyzed by data analysis of the Miles, Huberman and Saldana models consisting of data condensation, data presentation and conclusions. The results showed the application of the appropriate assessment center method in HR governance at RSUD Sidoarjo, namely with written tests and interviews as well as assessments by the assessment team to observe the behavior, skills and abilities of participants. The results also showed that the obstacles to implementing the assessment center in HR governance at RSUD Sidoarjo were time, budget and limited assessment of employees' real performance.

Keywords: *Assessment Center, Employees, HR Governance*

Abstrak

Tidak semua pegawai RSUD Sidoarjo terlebih pegawai tidak tetap memiliki kompetensi sesuai bidang pekerjaan di RSUD Sidoarjo. Hal tersebut dapat terjadi karena bahwa setiap pegawai berpotensi terjadi dinamika kompetensi, kinerja, dan bakat yang fluktuatif. Oleh karena itu, setiap pegawai tersebut perlu adanya *maintenance* untuk menjaga kualitas kerja pegawai. Tujuan dilakukan penelitian adalah untuk mengetahui penerapan metode *assessment center* yang tepat dalam tata kelola SDM di RSUD Sidoarjo. Penelitian ini dianalisis dengan analisis data model Miles, Huberman dan Saldana yang terdiri dari kondensasi data, penyajian data dan penarikan kesimpulan. Hasil penelitian menunjukkan penerapan metode *assessment center* yang tepat dalam tata kelola SDM di RSUD Sidoarjo yakni dengan tes tertulis dan wawancara serta penilaian oleh tim penilai untuk mengamati perilaku, keterampilan dan kemampuan peserta. Hasil penelitian juga menunjukkan bahwa kendala penerapan *assessment center* dalam tata kelola SDM di RSUD Sidoarjo yakni waktu, anggaran dan keterbatasan penilaian terhadap kinerja nyata pegawai.

Kata Kunci: *Assessment Center, Pegawai, Tata Kelola SDM*

I. INTRODUCTION

Hospitals as a dense entity in all respects require a multidimensional management approach considering the complexity of the problems within them, particularly issues related to human resources management. The complexities of HR management issues come from the planning process, recruitment to dismissal of HR, not to mention in terms of mulai proses perencanaan, penerimaan sampai dengan pemberhentian SDM, number of employees poses problems in terms of managing a wide span of control, as well as in terms of the quality of various professions or positions as well. Similar to unraveling a complex knot, the process of untangling it necessitates a substantial amount of time and effort. It needs both patience and passion to effectively address it.

In general, every organization seeks outstanding human resources—specifically, individuals who possess the capacity to invent organizational initiatives that do not currently exist or transform commonplace organizational operations into entities capable of undertaking greater initiatives for the organization's advancement. Basically, quality human resources possess specific technical and professional proficiencies that, when applied across all domains of work, generate numerous benefits (Dekrita 2021).

Only possessing knowledge or understanding of HR management theory is insufficient; it also necessitates artistic ability and proficiency. Keeping in mind that HR

management is similar to producing a masterwork of art, HR management also demands the ability to think creatively and unconventionally, while maintaining a natural balance with intuition. Accurate approaches, policies, and decisions require intuition, but it must also be substantiated by valid and accountable measuring instruments and methods. One method or measuring instrument that can be utilized to make policies and determine decisions in the HR field is through assessment.

It goes without saying that hospital administration must recognize that human resources are a vital asset in advancing the delivery of quality and compassionate care to each patient. In the absence of competent personnel, the operation of hospital services would be compromised, as would the functionality of medical and non-medical apparatus that bolsters those services. Human resources at a hospital comprises both health and non-health personnel. Human resources are an extremely valuable asset for a hospital, given that all hospital operations are governed by humans. Hospital human resources primarily comprise the following:

1. Medical personnel, including specialists, dentists, and physicians
2. Paramedic personnel, including midwives and nurses.
3. Other healthcare professionals, including electromedical technicians, radiotherapists, radiographers, pharmacist assistants, nutritionists, dental technicians,

physiotherapists, medical recorders, and physiotherapists

4. Non - healthcare professionals

possess a distinct educational foundation that corresponds to the field in which they are employed (Zebua 2021).

The essential function of HR management is to ensure that the organization can achieve strategic goals by having human resources that can be relied upon to meet the organization's needs in quantity and quality, are competent and produce effective to superior performance in their respective positions and roles and contribute optimally in advancing the organization. In addition to establishing a management system, management engages in a variety of activities, including recruitment, selection, placement, training and development, rotation, promotion, and succession, to ensure that each position, title, and role is occupied by suitable and qualified individuals. to ensure that the individual is sufficiently motivated to maximize their contribution by exerting their utmost effort. A lack of a structured and organized framework frequently results in HR management works that deviate from their intended course. One such initiative that can be implemented to allocate human resources in accordance with their competencies is the establishment of an assessment center.

Assessment center is a method of measuring competency. Specifically, assessment centers try to explore a person's competency level through a series of types of

tests and are usually carried out by more than one assessor (Soeharso and Tripomo 2020). The assessment center is a method that identifies managerial and leadership competencies using behavioral simulations and is carried out through multi assessors, multi exercises, based on job criteria for certain target jobs (Harman 2020). The assessment center selection process is through a comprehensive evaluation approach that allows candidates the opportunity to demonstrate their competencies in a number of different situations. The aim of the assessment center is to evaluate technical, sociocultural and managerial abilities (Ma'ruf 2018).

The assessment center is an approach to behavior-based assessment that incorporates a range of measurement instruments and other evaluation techniques. The assessment center is regarded as a highly accurate mechanism for determining the competency of employees. The assessment center plays a crucial strategic role in organizational transformation and HR management. Its objectives are as follows: a) Establish dependable HR management that develops competent, credible, and trustworthy personnel to support the organization's vision; b) Increasing fairness, namely a fair employee management system, not based on likes and dislikes and reducing the element of subjectivity towards an employee; and c) Creating human resources who are reliable

and have the potential to become future leaders (Wicaksana 2021).

The assessment center method identifies three distinct components: intelligence, personality, and managerial skills. The assessment center utilizes the following methods: a) A psychological test, comprising of a series of achievement tests that evaluate numerical, verbal, comprehension, and reasoning abilities, as well as personality tests that involve various projective and interest tests, to ascertain the level of intelligence; and b) Simulation exercises, comprising of several simulative activities to identify aspects of employee managerial skills through the implementation of in-basket exercises which contain several official notes, orders, reports, telephone notes that must be answered all at once in a short time (Hasibuan, Ikatrinasari, and Hasbullah 2020).

The main characteristic of an assessment center is that it employs a variety of techniques and methods in the form of evaluations that are conducted in accordance with multi-criteria references. Through the participation of multiple assessors in an evaluation procedure, the acquired information and data are synthesised to produce recommendations as the outcome of the assessment centre programme. The assessment center enables management to obtain a highly precise depiction of employees' competencies (Soeharso and Tripomo 2020). Competency is a basic concept related to people, namely showing the

behavioral dimensions that underlie superior performance. Competency is determined by an individual's task or work, knowledge, skills, behavior, character, attitude, motivation and talent (Tiwa 2022).

Assessment centers are regarded as crucial for enhancing the career development of employees due to the fact that they enable workers improve their skills and deliver their finest work, thereby increasing their competence and increasing their chances of being promoted (Vivaldi and Azwar 2020). Nurlina's (2019) research demonstrates that in assessment, a legitimate and dependable instrument is required to facilitate implementation. The hospital, and most significantly, the hospital nurses, are accountable for conducting the assessment; therefore, it is anticipated that these nurses will continue to use the assessment to advance their careers and competence.

Health human resources are closely related to the interaction of their respective functions in achieving the goals of the organization, in this case the government hospital organization in achieving its vision and mission requires the skills and abilities of health human resources to be able to identify problems and make interventions so that they are able to solve the problems with effective and efficient effort. As stated in Article 12 of Law Number 44 of 2009 concerning Hospitals Health human resources in hospitals, including nursing, medical support, pharmacy, management, and non-medical

personnel, may be recruited from State Civil Service (ASN) personnel (PNS, PPPK), BLUD (Local Community Service Agency) whether on a permanent or contract basis, must be properly recorded and identified according to type and classification as well as competency in carrying out work in a hospital environment in accordance with statutory regulations.

Sidoarjo Regional General Hospital (RSUD Sidoarjo), located in Sidoarjo Regency, East Java Province, is among the medical facilities under the administration of the Sidoarjo Regency Government. In the beginning, issues with HR governance were identified. Based on internal data, Sidoarjo Regional General Hospital has a total of 1,998 employees; nevertheless, not all current staff, particularly temporary staff, possess the requisite expertise in their respective fields of work. This is possible due to the fact that every employee is capable of fluctuating in terms of talent, performance, and competence. Therefore, maintenance is required for each employee in order to preserve the quality of employee labor. In light of the issues that arise, it is critical that Sidoarjo Regional General Hospital implement an assessment center method to obtain a comprehensive picture of each employee's competencies.

There are several previous studies related to the implementation of assessment centers in HR governance. First, research by Muhdorun and Riyanto (2022) shows that the assessment center implemented is CAT-based to make it

easier for assessors and assesses in the testing process. Second, research by Kasim, Asri, and Rakhman (2023) shows that the implementation of an assessment center has an impact on HR performance. Third, research by Mendo, Asnawi, and Kadullah (2019) shows that the implementation of an assessment center has an effect on HR work performance. Fourth, Marpaung's research (2020) shows that it is necessary to develop digitalization of assessment centers to make them more effective and support organizational productivity. Fifth, research by Kartini et al. (2017) shows that not all agencies have implemented assessment centers.

Several previously presented studies indicate that assessment centers have only been implemented at the company level in human resources; hospital implementation has not been the subject of any research. As a result, due to employee competency issues, researchers concentrated on examining the implementation of the assessment center for HR governance at Sidoarjo Regional General Hospital.

A comprehensive examination will be conducted with respect to the implementation of the assessment center in the context of human resource governance at Sidoarjo Regional General Hospital. The general objective of this study is to determine whether the assessment center method is suitable for implementation in the HR governance system of Sidoarjo Regional General Hospital. In the

meantime, the precise objective of this study was to identify the advantages that Sidoarjo Regional General Hospital gained from the implementation of the assessment center approach.

II. METHOD

This research is included in qualitative research, namely research that contains quotations of data or facts revealed in the field to provide support for what is presented in the research report (Anggito and Setiawan 2018). Data collection was carried out by interviews, observation and documentation.

This research was analyzed using the Miles and Huberman model of data analysis, including: data reduction, data presentation and data verification (in Rusdiana and Nasihudin 2018). Testing the validity of the data in this study was carried out by source triangulation. Source triangulation is the process of testing the validity of data by confirming research data that has been obtained from different sources (Hermawan and Amirullah 2016).

III. RESULT AND DISCUSSION

A. Implementation of The Appropriate Assessment Center in Human Resources Governance at Sidoarjo Regional General Hospital

Assessment center is a method of measuring competence. In particular, assessment centers employ a variety of tests to determine an individual's level of

competence; these centers are typically managed by more than one assessors (Soeharso and Tripomo 2020). The assessment center is a method that employs behavioral simulations to identify managerial and leadership competencies. It consists of multiple evaluators and exercises, all of which are customized to meet the job requirements of specific target positions (Harman 2020). The assessment center selection process is through a comprehensive evaluation approach that allows candidates the opportunity to demonstrate their competencies in a number of different situations. The assessment center's objective is to evaluate managerial, technical, and sociocultural competencies (Ma'ruf 2018).

Simatupang's research (2021) shows that The assessment center is a standardized method for measuring employee competency and predicting their success in a position employing a variety of stimulation or measuring tools that are founded on job competency and are administered by a number of assessors. On the contrary, a study conducted by Andry, Hartono, and Chakir (2020) demonstrates that the assessment center is regarded as a methodical and ongoing procedure that gathers data in accordance with specific criteria or factors. According to Sanatana's (2023) research, the assessment center evaluates not only employee competency but also employee potential through the use of predictive psychological measurement instruments, i.e.,

instruments that forecast future employee behavior.

According to Adiauwaty (2019), the objective of forming an assessment is to select prospective managers who are competent and ready to face tasks in higher positions. In addition, the assessment center serves the purpose of identifying areas for improvement in order to ensure preparedness for forthcoming responsibilities. Furthermore, it is incorporated into the employee selection and allocation procedure, thereby contributing to the human resources development strategy of the organization.

The following information refers to Sidoarjo Regional General Hospital personnel as of November 1, 2023:

Table 1
Sidoarjo Regional General Hospital personnel as of
November 1, 2023

No	Job/Position	ASN	BLUD	Sum
A	1 Structural Position	26		26
B	Healthcare Professional			
1	Medical Personnel			
	Dentist	1	0	1
	Dentist	5	0	5
	General Practitioner	8	28	36
	Specialist	54	34	88
	Medical personnel	68	62	130
	Subtotal			

No	Job/Position	ASN	BLUD	Sum
2	Nursing personnel	631	196	827
3	Midwifery personnel	56	17	73
4	Other healthcare professional:			
	Pharmacy			
	1) Pharmacist	27	8	35
	2) Pharmacist assistant	51	34	85
	Sanitarians	4	5	9
	Nutritionist	19	7	26
	Medical technician	86	34	120
	Physical Therapy	18	4	22
	Other healthcare professional subtotal	205	92	297
	Healthcare professional	960	367	1.327
C	Non-healthcare professional			
1	Non-healthcare professional	186	440	626
	Total of all personnel	1.172	807	1.979

Sources: Internal data of Sidoarjo Regional General Hospital, 2023

Based on the table above, it is known that the total number of employees at Sidoarjo Regional General Hospital as of November 1 2023 is 1,979 employees. This number is divided into 1,172 State Civil Service (ASN) employees and 807 Local Community Service

Agency (BLUD) employees. Next, data on the number of employees who have been carried out by the assessment center at Sidoarjo Regional General Hospital is presented:

Tabel 2

The sum of personnel that has completed assessment di Sidoarjo Regional General Hospital

No	Year	Sum
1	2013	44
2	2014	29
3	2015	67
4	2016	40
5	2017	2
6	2018	66
7	2019	100
8	2020	6
9	2021	2
10	2022	219
11	2023	2
Total		577

Sources: Internal data of Sidoarjo Regional General Hospital, 2023

The data presented in the table above shows that the total number of employees who have been assessed at Sidoarjo Regional General Hospital is 577 employees. Meanwhile, the number of employees at Sidoarjo Regional General Hospital who have not yet been assessed is 230 employees. This number is obtained from the number of BLUD employees minus the total number of employees who have completed an assessment.

The human resource management system implemented at Sidoarjo Regional General Hospital complies with statutory regulation.

In a similar way, the management of Regional General Hospital implements the financial management pattern of regional public service agencies in accordance with the provisions of statutory regulations. There are no apparent obstacles to the implementation of this governance.

he research results show that the parties involved in establishing an assessment center for Human Resources governance at Sidoarjo Regional General Hospital are the Human Resources, Education and Research sections of Sidoarjo Regional General Hospital. The assessment center method at Sidoarjo Regional General Hospital is conducted by performing a sequence of activities to assess competency, skills and behavior in managing human resources in the hospital environment. Participants or employees are given written tests to evaluate cognitive capacities, such as data analysis, problem-solving or understanding Human Resources management concepts. In addition, participants are given an interview test where the interview is used to assess employee performance in a hospital context. This test was conducted to find out how far employees are capable of offering constructive feedback to Sidoarjo Regional General Hospital. Furthermore, there is an assessment team whose task is to observe and assess participants' behavior, skills and abilities in dealing with situations relevant to HR management at RSUD. The outcomes of this assessment can subsequently be utilised to aid

RSUD Sidoarjo in the identification of Human Resources governance's strengths, areas requiring improvement, and potential for growth.

This method refers to the characteristics of the assessment center by Adiawaty (2015) which shows that participants are given tests that reflect the behavior that is a prerequisite for the position they will occupy. The assessment team then evaluates and prepares notes on the results of the assessment report as discussion material. Next, the data is integrated with all evidence of participant behavior. The combination of test results and observations by the assessment team is based on when the test was carried out and not based on irrelevant information.

In practice, there are several benefits to Sidoarjo Regional General Hospital implementing the assessment center method, including:

1. Assisting the Sidoarjo Regional General Hospital in the more accurate selection of new employees

By means of a carefully planned set of examinations and practical exercises, the management of Sidoarjo Regional General Hospital is capable of identifying prospective employees who have the skills, knowledge and personality that are considered suitable for the position required.

The results of this research are supported by research by Mendo, Asnawi, and Kadullah (2019) which shows that the

assessment center method can guarantee the acquisition of accurate, reliable and comprehensive information regarding the human resource competencies of the organization.

2. Providing a more comprehensive assessment of the various competencies required in the Sidoarjo Regional General Hospital work environment

The assessment center method allows a more comprehensive assessment of various competencies required in a hospital work environment, including clinical skills, communication between patients and colleagues, stress management and teamwork.

The results of this research are supported by Puteri's research (2022) which shows that the assessment center method is useful for the competency testing process and is considered excellent for competency mapping, selection, promotion and job auctions.

3. Assisting Sidoarjo Regional General Hospital in identifying areas or parts of employees that need to be improved

This is essential in order for Sidoarjo Regional General Hospital to formulate development initiatives that are considered suitable for enhancing the skills and capabilities of its employees.

The research of Vivaldi and Azwar (2020) indicates that the assessment center method can identify individuals who will be promoted to specific positions and

determine their training and development requirements; the assessment center typically evaluates the positions that individuals currently hold or will hold in the future. With this in mind, the assessment center can assist organizations in identifying the areas in which their personnel require development in order to meet the requirements of the position they presently occupy or will soon occupy.

For leadership positions in hospitals, assessment centers can help identify individuals who have strong leadership potential. This allows RSUD to select candidates who have the interpersonal, decision-making and problem-solving skills needed to lead successfully in a complex environment.

This finding is supported by research of Adiawaty (2017) which shows that information from the assessment center can be used proportionally to provide maximum benefits for the development of potential leaders considering that leadership potential can be identified within employees.

4. Assisting Sidoarjo Regional General Hospital to select the appropriate employee

By employing the assessment centre method, RSUD Sidoarjo can effectively identify suitable personnel, including those who possess the capacity to mitigate work-related errors and patient damage. Employees who completed a

comprehensive assessment procedure generally possess enhanced knowledge and skills, thereby mitigating the potential for errors that may result in patient harm.

The results of this study are supported by Puteri's (2022) research, which demonstrates that the assessment center is intentionally constructed to stimulate expected behavior and measure competence while minimizing the influence of potential confounding variables on competency ratings. The assigned tasks in the simulation delineate critical job activities and are designed to elicit particular behavior within the simulation that correspond to the specific behaviors demanded in the job.

5. Facilitating the Sidoarjo Regional General Hospital in increasing its operational activities

The Sidoarjo Regional General Hospital can increase the efficiency of hospital operational activities because it has employees who have skills and knowledge that suit the hospital's needs. Employees who have relevant skills will adapt more quickly to the tasks at hand, reducing training and adjustment time.

According to the research of Vivaldi and Azwar (2020), the implementation of the assessment centre method within an organisation can enhance operational activity efficiency, performance, and overall success in comparison to alternative approaches. This is due to the

fact that the assessment centre holds the maximum level of validity (0.63), surpassing all other methods.

6. Providing Sidoarjo Regional General Hospital with the capacity to assess employee performance.

The implementation of the assessment center method can provide an objective framework for assessing employee performance based on consistent observations and assessments. This is considered capable of providing constructive and comprehensive feedback to employees as well as in making decisions regarding promotion or career development.

The results of this research are supported by research by Mendo, Asnawi, and Kadullah (2019) which shows that the assessment center method is the best indicator for assessing employee work abilities to improve performance.

7. The ability of Sidoarjo Regional General Hospital to select employees who are deemed to be in accordance with the values and culture of the organization

By utilising the assessment centre method, RSUD Sidoarjo is capable of employee selection that ensures alignment with the institution's established values and organisational culture. This may contribute to increased team cooperation, harmony, and a positive work environment.

According to a study by Fajrianti et al. (2023), organisational executives may employ the assessment centre method as a decision-making instrument or instrument for HR-related matters, including the selection or recruitment of personnel who are considered to align with the organization's values and culture. It is possible for organisations to recognise personnel who possess optimistic perspectives regarding the future.

B. Obstacles in Implementing Assessment Center Method at Sidoarjo Regional General Hospital

The assessment center method is a method for identifying and recruiting someone who is considered to have the potential to occupy a certain position in the future (Fadhallah 2020). The assessment center method is an alternative in assessing and developing human resources. The main characteristic of an assessment center is that it uses a combination of several types of assessment techniques and methods, carried out based on certain references which are multi-criteria in nature, the involvement of a number of assessors in an assessment process, the information and data obtained are integrated in such a way that a conclusion is formed in the form of recommendations as a result of the assessment program center (Tiwa 2022).

The assessment center method offers a comprehensive and flexible method for assessing candidates in the modern work environment. The assessment center method has many advantages, including: a) Assessors can measure complex attributes; b) Assessors are seen as fair and get the truth by the candidates who participate in it; c) Assessors indicate little adverse impact; and d) Assessors can predict various criteria (for example: performance, potential, training success, career progress) (Ma'ruf 2018).

In general, the activities carried out using the assessment center method in HR management at Sidoarjo Regional General Hospital are carried out using written tests and interviews as well as assessments by the assessment team to observe the behavior, skills and abilities of participants. However, in practice, there are several obstacles when implementing the assessment center method, including:

1. Time

The constraint is time because the implementation of the assessment center method is carried out by designing, implementing and evaluating variety of activities, which requires a lot of time. This may present an obstacle for Sidoarjo Regional General Hospital which has a busy schedule and high patient service priorities.

This is supported by Bairizki's statement (2020) which shows that the assessment center is not a job that can only be done by 1 to 2 people in a matter of short days. It requires a team and a conceptual schedule. In this regard, the obstacle in the assessment center method is the time required.

2. Budget

Budget constraints occur because implementing an assessment center requires a budget and the Sidoarjo Regional General Hospital has a limited budget, so it is considered that this will affect the ability to implement the assessment center on a large scale.

This is supported by Bairizki's statement (2020) which shows that assessment centers cannot be carried out in a short time so they require relatively large costs or budgets.

3. There are limited assessments of employee real performance

This is due to the fact that while the assessment centre approach simulates real-life situations, it does not consistently represent actual daily performance. Certain employees who possess exceptional problem-solving abilities may struggle to maintain such proficiency in their day-to-day tasks.

This is supported by Bairizki's (2020) statement which shows that each assessment instrument has its own indicators. As a result, the assessor's

evaluation becomes more centered on the participants' competency behavior.

IV. CONCLUSION

The following are the conclusions obtained:

1. Implementation of appropriate assessment center methods in Human Resources management at Sidoarjo Regional General Hospital, namely written tests and interviews as well as assessments by the assessment team to observe the behavior, skills and abilities of employees participating in the study.
2. The obstacles to implementing the assessment center in Human Resources management at Sidoarjo Regional General Hospital are time, budget, and limited assessments of employee real performance

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