

# Determinants of Employee Performance at Public Health Centers

Sefnedi<sup>1</sup>, Reni Yuliviona<sup>2</sup> and Miza Sulasmi<sup>3</sup>

<sup>1</sup>Master of Management Science, Faculty of Economics and Business, Universitas Bung Hatta, Padang, INDONESIA

<sup>2</sup>Master of Management Science, Faculty of Economics and Business, Universitas Bung Hatta, Padang, INDONESIA

<sup>3</sup>Master of Management Science, Faculty of Economics and Business, Universitas Bung Hatta, Padang, INDONESIA

<sup>1</sup>Corresponding Author: sefnedi@bunghatta.ac.id

## ABSTRACT

Employee performance has become the center of attention for academics and practitioners. However, until now, the determinants of employee performance are still being debated. This study investigates the determinants of employee performance at public health center. The population of this study was all employees at the health center in the Kuranji sub-district, Padang, West Sumatra, totaling 118 employees. In data analysis, this research uses SEM-PLS software. This study found that organizational culture had a positive and significant effect on work motivation and organizational commitment but had no effect on employee performance. Work motivation has a positive and significant effect on organizational commitment and employee performance. Furthermore, organizational commitment also positively and significantly influences employee performance.

**Keywords--** Organizational Culture, Job Motivation, Organizational Commitment, Employee Performance

performance are the community health centers located in Kuranji District, Padang, West Sumatra, Indonesia. Currently, Kuranji District is one of the sub-districts with the most population in the city of Padang, which has 3 (three) Health Centers, namely the Kuranji Health Center, the Belimbing Health Center, and the Ambacang Health Center. However, the phenomenon shows that the performance of employees at the Kuranji sub-district public health center is still low, which is characterized by a) low willingness of employees to go the extra mile in completing their work and b) employees are still not open in supervision and rarely use the help available to serve society with the best.

Several variables that affect employee performance are organizational commitment (Aji et al., 2020; Angraini et al., 2021; Prabowo et al., 2021), work motivation (Aprilia, 2019; Goni et al., 2021; Risky et al., 2019) and organizational culture (Budiarti & Bukhori, 2018; Kokiroba et al., 2021; Wiyanto & Idruz, 2021). Although organizational commitment, work motivation, and culture are determinants of employee performance, these three variables are interrelated. In other words, organizational commitment is determined by work motivation (Qendrim, 2020; Hartono, 2023; Akla & Indradewa, 2020) and organizational culture (Abdi et al., 2020; Mahmudah, 2012; Ratna & Ketut, 2017; Samuel et al., 2020; Triyanto & Jaenab, 2020). Furthermore, some empirical literature explains that organizational culture influences work motivation (Baiquni & Lizar, 2019; Firanti et al., 2021; Pranasari et al., 2018; Risky et al., 2019).

## I. INTRODUCTION

In Indonesia, health development is an integral and vital part of national development. For this reason, various comprehensive, tiered, and integrated health efforts provided by the government and the private sector are organized to achieve national health development goals. One of the front lines for realizing this goal is the public health center. According to the Ministry of Health of the Republic of Indonesia (2014) public health center is a health service facility that organizes first-level Public Health Efforts (UKM) and Individual Health Efforts (UKP) by prioritizing promotive and preventive efforts to achieve the highest degree of public health in its working area.

Every organization, including community health centers, must perform highly to achieve the goals set. The organization's performance depends on the performance of individuals or employees. Employee performance is the result or overall level of success of a person during a specific period in carrying out their duties, compared to various probabilities, such as work performance standards, targets or goals, or criteria that have been predetermined and mutually agreed upon (Rivai & Sagala, 2015).

Among the community health centers that are always aware of the importance of employee

## II. LITERATURE REVIEW

### *Employee Performance*

Employee performance results from work in quality and quantity achieved by an employee in carrying out his duties under the responsibilities given to him (Mangkunegara, 2017). Meanwhile, Rivai and Sagala (2015) define employee performance as the result or overall level of success of a person during a specific period in carrying out their duties, compared to various probabilities, such as work performance standards, targets or goals, or criteria that have been predetermined and mutually agreed.

According to Mondy and Martocchio (2016), several factors that influence performance are

(a) Individual factors, including knowledge, skills, self-

confidence, competence, discipline, motivation, and commitment possessed by each individual, (b) leadership factors, including quality in providing encouragement, enthusiasm, direction and support provided by managers and team leaders, (c) system factors, including organizational culture, work systems, work facilities or infrastructure provided by the organization, organizational processes, and (d) contextual (situational) factors including pressures and changes in the external and internal environment. Furthermore, Martin (2018) explains that employee performance can be measured by four dimensions, namely (a) quality of work, (b) quantity of work, (c) timeliness, and (d) minimum errors.

#### **Determinants of Employee Performance**

One of the determinants of employee performance is organizational commitment which can be interpreted as a situation where an employee has rights to an organization and its goals and intends to maintain her membership in that organization (Robbins & Judge, 2018). Organizational commitment positively influences employee performance; the higher the organizational commitment of an employee, the higher the employee's performance, and vice versa. Several previous studies have proven empirically (Aji et al., 2020; Angraini et al., 2021; Prabowo et al., 2021) that organizational commitment has a positive and significant effect on employee performance.

Other variables that affect employee performance are work motivation and organizational culture. Work motivation can be interpreted as a driving force for a person to make the maximum possible contribution to the success of the organization in achieving its goals (Siagian, 2018), while organizational culture is a system of values and beliefs that are held together and interact with people within an organization, structure organization, and control system to produce applicable norms (Hofstede et al., 2014). If the organizational culture is well implemented and supported by high employee motivation, it will lead to high employee performance and vice versa.

Several previous studies have proven that employee performance is influenced by work motivation (Aprilia, 2019; Goni et al., 2021; Risky et al., 2019) and organizational culture (Budiarti & Bukhori, 2018; Kokiroba et al., 2021; Wiyanto & Idrus, 2021). Thus, the research hypothesis can be developed as follows:

*H<sub>1</sub>: Organizational commitment has a positive and significant impact on employee performance.*

*H<sub>2</sub>: Work motivation has a positive and significant effect on employee performance.*

*H<sub>3</sub>: Organizational culture has a positive and significant influence on employee performance.*

#### **Antecedents of Organizational Commitment**

Among the variables that determine organizational commitment are job motivation and organizational culture. If an organization has an excellent organizational culture and is further supported

by the high work motivation of its employees, then this condition can increase organizational commitment. However, on the contrary, an organization needs a better organizational culture and also has low employee motivation, so that these conditions can reduce organizational commitment.

Partially, several previous empirical studies have proven that organizational commitment is determined by work motivation (Qendrim, 2020; Hartono, 2023; Akla & Indradewa, 2020) and organizational culture (Abdi et al., 2020; Mahmudah, 2012; Ratna Dewi & Ketut Surya, 2017; Samuel et al., 2020; Triyanto & Jaenab, 2020). Thus, the research hypothesis can be developed as follows:

*H<sub>4</sub>: Work motivation has a positive and significant effect on organizational commitment.*

*H<sub>5</sub>: Organizational culture has a positive and significant influence on organizational commitment.*

#### **Organizational Culture and Job Motivation**

Organizational culture is a system of values and beliefs that are held together and interact with people in an organization, organizational structure, and control system to produce prevailing norms (Hofstede et al., 2014). Meanwhile, work motivation is the driving force for someone to make the maximum possible contribution to the organization's success in achieving its goals (Siagian, 2018).

An organization that can apply organizational culture well can result in high work motivation of its employees. Nevertheless, on the contrary, an organization needs to be able to implement organizational culture properly to ensure high employee motivation. This statement is supported by the results of previous research (Baiquni & Lizar, 2019; Firanti et al., 2021; Pranitasari et al., 2018; Risky et al., 2019), which proves that organizational culture has a positive and significant impact on employee motivation. Thus, the research hypothesis can be developed as follows:

*H<sub>6</sub>: Organizational culture has a positive and significant influence on work motivation.*

### **III. RESEARCH METHODOLOGY**

The population in this study was employees of the state civil apparatus and contract employees at the Community Health Centers in the Kuranji District, Padang City, totaling 118 employees. In order to obtain valid and reliable measures of the variables, previously validated scales were used to measure all variables. All items were measured by Likert's scale-5, which ranged from strongly disagree (1) to (5) strongly agree. In terms of hypothesis testing, the study used SEM-PLS, which was supported by previous studies (Sefnedi et al., 2023; Sefnedi, Akmal & Nelva, 2020).

#### IV. RESULTS AND DISCUSSION

presenting the profiles of respondents, which can be seen in the following table:

The results of the study will begin by

**Table 1:** Profile of Respondents

Demographics	Category	Frequency	(%)
Gender	Male	2	1.7
	Female	116	98.3
Age	<25 years	32	27.1
	25-35 years	36	30.5
	36-46 years	30	25.4
	47-57 years	20	16.9
Position	Doctor	18	15.3
	Nurse	48	40.7
	Midwife	52	44.1
Health Center Name	Kuranci Health Center	42	35.6
	Balimbing Health Center	42	35.6
	Ambacang Health Center	34	28.8
Working Experience	<4 years	20	16.9
	4-8 years	40	33.9
	9-12 years	47	39.8
	>12 years	11	9.3

The table above shows that the majority of respondents to this study were women (98.3%) aged between 25-36 years (30.5%) and midwives (44.1%). Furthermore, as many as 35.6% of employees work at the Kuranji and Belimbing health centers, and most respondents have work experience between 9-12 years (39.8%).

##### Measurement Model Assessment

The Assessment Model (MMA) is useful for

testing each statement item with its latent variables consisting of convergent and discriminant validity. Convergent validity consists of outer loadings (>0.7), composite reliability (>0.7), and AVE (>0.5). Meanwhile, discriminant validity consists of the Fornell-Larcker criterion method and cross-loading. Previous studies support MMA use (Sefnedi et al., 2023; Sefnedi & Utami, 2022).

**Table 2:** Convergent Validity

	Validitems	Outer loadings	Cronbach's Alpha	Composite Reliability	AVE
Employee Performance (EP)	13	0,748-0,921	0,9650,969	0,709	
Job Motivation (JM)	12	0,724-0,904	0,9660,970	0,729	
Organizational Commitment (OC)	17	0,701-0,852	0,9570,961	0,593	
Organizational Culture (OCult)	14	0,712-0,812	0,9440,951	0,579	

The results of the convergent validity analysis found that all statement items had an outer loading > 0.70, so it could be concluded that all statement items used to measure the EP, JM, OC, and OCult variables

were valid. Furthermore, all variables also have Cronbach's alpha and composite reliability > 0.70 and AVE > 0.50, so it can be concluded that the EP, JM, OC, and OCult variables are reliable.

**Table 3: Discriminant Validity-Fornell-Larcker Criterion**

	EP	JM	OC	OCult
EP	0,842	-	-	-
JM	0,679	0,854	-	-
OC	0,619	0,488	0,770	-
OCult	0,495	0,476	0,748	0,761

Based on the table above, it can be seen that the correlation score between EP and EP is 0.842. The correlation score is greater than the EP with JM (0.679), OC (0.619), and OCult (0.495). Likewise, the

correlation score between JM and JM is 0.854, which is greater than the correlation between JM and OC (0.488) and OCult (0.476). It also applies to OC and OCult, as shown in Table 3 above.

**Table 4: Discriminant Validity-Cross Loadings**

	Employee Performance (EP)	Iotivation(JM)	Organizational Commitment (OC)	Organizational Culture (OCult)
EP1	<b>0,891</b>	0,594	0,550	0,454
EP10	<b>0,861</b>	0,637	0,543	0,423
EP12	<b>0,815</b>	0,577	0,516	0,413
EP13	<b>0,774</b>	0,583	0,471	0,384
EP14	<b>0,824</b>	0,560	0,574	0,471
EP15	<b>0,902</b>	0,612	0,559	0,468
EP17	<b>0,821</b>	0,560	0,486	0,349
EP19	<b>0,921</b>	0,617	0,570	0,454
EP2	<b>0,850</b>	0,567	0,485	0,411
EP3	<b>0,748</b>	0,455	0,476	0,394
EP4	<b>0,866</b>	0,560	0,466	0,396
EP6	<b>0,827</b>	0,540	0,562	0,385
EP7	<b>0,826</b>	0,545	0,499	0,399
JM10	0,581	<b>0,866</b>	0,408	0,410
JM11	0,569	<b>0,839</b>	0,378	0,402
JM12	0,456	<b>0,724</b>	0,399	0,406
JM13	0,568	<b>0,830</b>	0,444	0,384
JM2	0,483	<b>0,817</b>	0,372	0,350
JM3	0,527	<b>0,878</b>	0,401	0,378
JM4	0,664	<b>0,904</b>	0,461	0,420
JM5	0,603	<b>0,896</b>	0,444	0,441
JM6	0,587	<b>0,885</b>	0,427	0,444
JM7	0,644	<b>0,874</b>	0,433	0,397
JM8	0,631	<b>0,843</b>	0,377	0,377
JM9	0,606	<b>0,875</b>	0,439	0,452
OC1	0,426	0,282	<b>0,706</b>	0,510
OC11	0,546	0,452	<b>0,799</b>	0,575
OC12	0,569	0,422	<b>0,742</b>	0,618
OC13	0,573	0,391	<b>0,753</b>	0,523
OC14	0,545	0,407	<b>0,834</b>	0,615
OC17	0,384	0,293	<b>0,776</b>	0,570
OC18	0,427	0,310	<b>0,739</b>	0,592
OC19	0,293	0,288	<b>0,757</b>	0,538
OC20	0,406	0,371	<b>0,740</b>	0,568
OC21	0,430	0,452	<b>0,839</b>	0,589
OC22	0,544	0,408	<b>0,774</b>	0,608

OC23	0,473	0,366	<b>0,766</b>	0,616
OC24	0,476	0,388	<b>0,825</b>	0,671
OC5	0,398	0,318	<b>0,704</b>	0,527
OC6	0,486	0,357	<b>0,701</b>	0,594
OC7	0,477	0,362	<b>0,756</b>	0,469
OC9	0,546	0,448	<b>0,852</b>	0,561
OCult1	0,409	0,318	0,611	<b>0,727</b>
OCult11	0,324	0,392	0,437	<b>0,712</b>
OCult12	0,467	0,391	0,554	<b>0,753</b>
OCult14	0,432	0,363	0,526	<b>0,743</b>
OCult15	0,406	0,369	0,517	<b>0,801</b>
OCult16	0,370	0,316	0,501	<b>0,796</b>
OCult17	0,334	0,358	0,478	<b>0,812</b>
OCult18	0,327	0,273	0,509	<b>0,741</b>
OCult2	0,331	0,398	0,656	<b>0,756</b>
OCult21	0,285	0,288	0,501	<b>0,737</b>
OCult3	0,374	0,444	0,603	<b>0,769</b>
OCult4	0,419	0,369	0,689	<b>0,769</b>
OCult5	0,374	0,388	0,653	<b>0,778</b>
OCult6	0,373	0,360	0,636	<b>0,753</b>

Based on the discriminant validity analysis results using the cross-loading method, the correlation score of the item to the latent variable is greater than the correlation item of a variable to other latent variables. Thus, it can be concluded that the variables of OCult, JM, OC, and EP had adequate discrimination (Hair et al., 2014).

**R Square and Q Square**

R Square is useful for measuring how much exogenous variables influence endogenous variables. In contrast, Q square helps know how much ability exogenous variables predict endogenous variables (Hair et al., 2014). The results of the analysis of R square and Q square are as follows:

**Table 5: R & Q squares**

	R Square	Category	Q Square	Category
EP	0,571	Moderat	0,560	Strong
JM	0,226	Weak	0,219	Moderat
OC	0,582	Moderat	0,575	Strong

The R square score of the EP variable is 0.571, which means that the effect of JM, OC, and OCult on EP is 57.1% (moderate). The JM variable has an R square of 0.226, meaning that the influence of OCult on JM is 22.6% (weak). Next, the OC variable has an R square of 0.582, meaning that OCult and JM affect OC by 58.2% (moderate).

Furthermore, the Q square of the EP variable is 0.560, which means that the ability of OCult, JM, and

OC to predict EP is in a strong category. The JM variable has a Q square of 0.219, indicating that OCult's ability to predict JM is moderate. Next, the OC variable has a Q square of 0.575 which means that the ability of OCult and JM to predict OC is strong.

**Structural Model Assessment**

The results of the structural model assessment (SMA) analysis using the bootstrapping method are as follows:

Figure 1: Structural Model Assessment

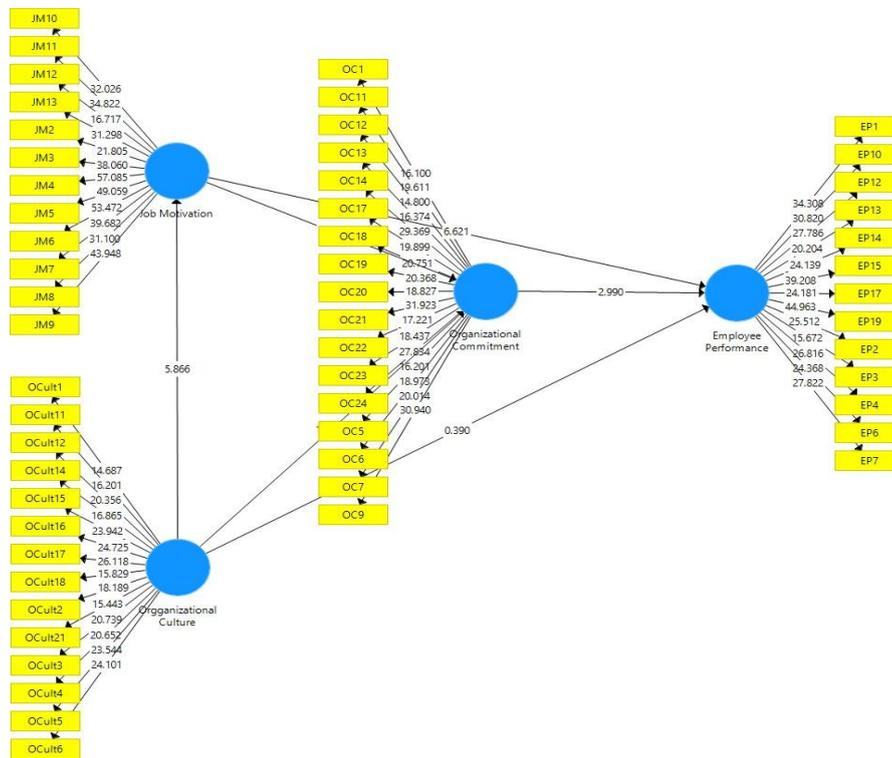


Table 5: Hypothesis Testing Results

	Original Sample	T Statistics	P Values	Decision
OC -> EP	0,415	2,990	0,003	H <sub>1</sub> Supported
JM -> EP	0,503	6,621	0,000	H <sub>2</sub> Supported
OCult -> EP	-0,055	0,390	0,697	H <sub>3</sub> Not Supported
JM -> OC	0,170	3,059	0,002	H <sub>4</sub> Supported
OCult -> OC	0,667	11,985	0,000	H <sub>5</sub> Supported
OCult -> JM	0,476	5,866	0,000	H <sub>6</sub> Supported

The impact of OC on EP has an original sample of 0.415, t-statistics of 2.990 (>1.96), and p-values of 0.003 (<0.05); thus, H1 is supported. This finding means that if public health center employees have a high OC, this will cause a high EP and vice versa. This result is in line with the findings of several previous studies (Aji et al., 2020; Angraini et al., 2021; Prabowo et al., 2021), which state that organizational commitment has a positive and significant effect on employee performance.

The effect of JM on EP has an original sample of 0.503, t-statistics of 6.621 (>1.96), and p-values of 0.000 (<0.05); thus, H2 is supported. This finding can be interpreted that the higher the JM of public health center employees, the higher the EP, and vice versa. These results are supported by the findings of several previous studies (Aprilia, 2019; Goni et al., 2021; Risky et al., 2019), which prove that work motivation has a positive and significant effect on employee performance.

The influence of OCult on EP has an original sample of -0.055, t-statistics 0.390 (<1.96), and p-values 0.697 (>0.05); thus, H3 is not supported or rejected. The results of this study can be interpreted as the high or low EP is not determined by the excellent or insufficient implementation of OCult in the Kuranji District Health Center, Padang, West Sumatra. The results of this study are contradictory or inconsistent with the findings of several previous studies (Budiarti & Bukhori, 2018; Kokiroba et al., 2021; Wiyanto & Idruz, 2021), which prove that organizational culture influences employee performance.

Furthermore, the impact of JM on OC has an original sample of 0.170, t-statistics of 3.059 (>1.96), and p-values of 0.002 (<0.05); thus, H4 is supported. This finding can be interpreted that the higher the JM of public health center employees, the higher the OC, and vice versa. This study's findings align with the results of several previous studies (Qendrim, 2020; Hartono, 2023;

Akla & Indradewa, 2020), which prove that work motivation has a positive and significant effect on organizational commitment.

The impact of OCult on OC has an original sample of 0.667, t-statistics of 11.985 (>1.96), and p-values of 0.000 (<0.05); thus, H5 is supported. This finding can be interpreted that the better the OCult applied to the public health centers, the higher the OC and vice versa. The results of this study are in line with the results of several previous studies (Abdi et al., 2020; Mahmudah, 2012; Ratna Dewi & Ketut Surya, 2017; Samuel et al., 2020; Triyanto & Jaenab, 2020), which proves that organizational culture has a positive effect on significant to organizational commitment.

The final hypothesis developed in this study is the effect of OCult on JM. The results of testing this hypothesis found that the original sample was 0.476, the t-statistics were 5.866 (>1.96), and the p-values were 0.000 (<0.05); thus, H6 is supported. This finding means that the better the OCult applied to the public health center, the higher the JM and vice versa. The results of this study are supported by several previous studies (Baiquni & Lizar, 2019; Firanti et al., 2021; Pranitasari et al., 2018; Risky et al., 2019), which prove that organizational culture has a positive and significant effect on employee motivation.

## V. CONCLUSION

Based on the results of the research, some conclusions are as follows: a) Organizational culture has a positive and significant influence on work motivation and organizational commitment but has no effect on employee performance, (b) Work motivation has a positive and significant effect on both organizational commitment and employee performance, (c) organizational commitment also has a positive and significant influence on employee performance.

## LIMITATIONS AND FUTURE RESEARCH

Some of the limitations of this study are (a) this research was conducted at the health center in the Kuranji District, Padang, West Sumatra. Therefore, the study's results cannot be generalized to apply equally to other regional health centers. So, it is suggested that future researchers replicate this research model and test it at other regional health centers or other organizations, (b) this study limits the variables of organizational culture, work motivation, and organizational commitment as determining factors on the performance of public health center employees. Therefore, it is suggested that future researchers add other variables that can affect employee performance and organizational commitment.

## REFERENCES

- [1] Abdi, D., Musnadi, S. & S., S. (2020). Effect of organizational support and commitment on work satisfaction, and its impact on employee performance (Study at the aceh provincial education office). *International Journal of Academic Research in Business and Social Sciences*, 10(8). Human Resources Management Academic Research Society (HRMARS). <https://doi.org/10.6007/ijarbss/v10-i8/7638>.
- [2] Aji, A. W., Firdaus, M. A. & Bimo, W. A. (2020). Pengaruh komitmen dan sikap kerja terhadap kinerja karyawan. *Manager: Jurnal Ilmu Manajemen*, 3(3), 334. <https://doi.org/10.32832/manager.v3i3.3865>.
- [3] Akla, S. & Indradewa, R. (2022). The effect of soft skill, motivation and job satisfaction on employee performance through organizational commitment. *Budapest International Research and Critics Institute-Journal*, 5(1), 6070-6083.
- [4] amuel, S., Setyadi, D. & Trichayadinata, I. (2020). Pengaruh budaya organisasi terhadap komitmen organisasional afektif yang dimediasi oleh kepercayaan. *Jurnal Bisnis Dan Manajemen*, 16(2), 94–114. <https://doi.org/10.23960/jbm.v16i2.69>.
- [5] Angraini, R., Parawangi, A. & Mustari, N. (2021). Pengaruh komitmen organisasi terhadap kinerja pegawai di badan kepegawaian dan diklat daerah kabupaten enrekang. 2(3). <https://journal.unismuh.ac.id/index.php/kimap/index>.
- [6] Aprilia, R. (2019). Pengaruh motivasi kerja dan budaya organisasi terhadap kinerja pegawai di kantor polisi pamong praja (satpol pp) kota bandung provinsi jawa barat. *Jurnal Tatapamong*, 105–121. <https://doi.org/10.33701/jurnaltatapamong.v1i2.1155>.
- [7] Budiarti, T. & Bukhori, M. (2018). Pengaruh budaya organisasi terhadap kinerja karyawan melalui variabel intervening komitmen organisasi pada cv. auto 99 Malang. *Jurnal Ilmiah Bisnis Dan Ekonom Asia*, 11(2), 28–35. <https://doi.org/10.32812/jibeka.v11i2.57>.
- [8] Goni, G. H., Manoppo, W. S. & Rogahang, J. J. (2021). Pengaruh motivasi kerja terhadap peningkatan kinerja karyawan pada pt. bank rakyat indonesia cabang tahuna. *Productivity*, 2.
- [9] Hair, J. F., Hult G. T, Ringle, C. M. & S. M. (2014). *A primer on partial least squares structural equation modeling (PLS-SEM)*. SAGE Publication. (Ed.).
- [10] Hartono, E. (2023). The influence of job

- satisfaction and work motivation on organizational commitment in lecturers of the faculty of economics and business at swadaya gunung jati university. *Jurnal Ilmiah, Manajemen Sumber Daya Manusia*, 6(2), 362–370.
- [11] Hoftede, G. H., Noorderhaven, N., Thurik, A., Uhlaner, L., Wennekers, A. & Wideman, R. (2014). *Budaya dalam kewirausahaan*. northampton.
- [12] Kokiroba, E. K., Areros, W. A., Sambul, S. A. P., Studi, P. & Bisnis, A. (2021). Pengaruh budaya organisasi terhadap kinerja karyawan pada pt. batavia properindo finance tbk. cabang Manado. *Productivity*, 2(4), 294–298.
- [13] Mahmudah, E. (2012). Effects of organizational culture and ability on organizational commitment and performance in Ibnu Sina hospital. *Academic Research International*, 2(1), 349–355.
- [14] Mangkunegara. (2017). *Manajemen sumber daya manusia*. Bandung: PT. remaja rosdakarya.
- [15] Mangkunegara. (2017). *Manajemen sumber daya manusia*. Bandung: PT. Remaja Rosdakarya. Mondy, R.W., dan Martocchio, J.J. (2016). *Human Resource Management*, ed.14, Harlow: Pearson Education.
- [16] Prabowo, R. H., Fuady R, W. & Hidayah, S. (2021). Pengaruh komitmen organisasi dan disiplin kerja terhadap kinerja pegawai dengan motivasi kerja sebagai variabel mediasi pada kantor wilayah kementerian agama provinsi jawa tengah. *Jurnal Ekonomi Manajemen Dan Akuntansi*, 50.
- [17] Qendrim, B. (2020). The impact of motivation on organizational commitment: An empirical study with kosovar employees. *Prizren Social Science Journal*, 4(3), 24–32.
- [18] Ratna, D.I.G.K.A. & Ketut, S.I.B. (2017). Organizational Silence pada PT. PLN (PERSERO) Rayon Denpasar. Fakultas Ekonomi dan Bisnis Universitas Udayana, Bali, Indonesia. Pesatnya perkembangan lingkungan organisasi yang berkembang secara global menimbulkan tantangan untuk men. *E-Jurnal Manajemen Unud*, 6(1), 289–316.
- [19] Risky, N. A., Nurul, Q. & Hafidzi, A. H. (2019). Pengaruh motivasi kerja, lingkungan kerja, budaya kerja terhadap kinerja karyawan dinas sosial kabupaten jember. *Jurnal Penelitian Ipteks*, 4.
- [20] Rivai, Veithzal & Sagala, Ella Jauvani. (2015). *Manajemen sumber daya manusia untuk perusahaan edisi ke-2*. Jakarta, Rajawali Pers.
- [21] Robbins, S. & Judge, T. (2018). *Perilaku organisasi*. Jakarta, Slaemba Empat.
- [22] Sefnedi & Wiry Utami. (2022). Hospital service quality and behavioral compliance: the role of patient satisfaction as mediator. *The Second Economics, law, Education and Humanities International Conference*.
- [23] Sefnedi., Akmal. & Nelva Sasmita (2020). The mediating effect of patient satisfaction on the relationship between service quality, hospital image, trust and patient loyalty: Eevidence from Indonesia. *International Journal of Research Science & Management*, 7(2).
- [24] Sefnedi., Dwi Fitri Puspa. & Farah Tiara (2023). The effect of psychological empowerment and hr practices on job satisfaction: the role of employee engagement as mediator. *International Journal of Business Management and Economic Review*, 6(1), 52–63. [https://ijbmer.org/uploads2023/BMER\\_6\\_459.pdf](https://ijbmer.org/uploads2023/BMER_6_459.pdf).
- [25] Siagian, S. (2018). *Manajemen sumberdaya manusia*. Jakarta, Bumi Aksara.
- [26] Triyanto, A. & Jaenab. (2020). Pengaruh budaya organisasi terhadap komitmen organisasi pada pegawai Kantor Camat. *JIM UPB (Jurnal Ilmiah Manajemen Universitas Putera Batam)*, 8(2), 110–114. <http://ejournal.upbatam.ac.id/index.php/jim/article/view/1892>.
- [27] Wiyanto & Idruz, M. (2021). Pengaruh budaya organisasi terhadap kinerja karyawan pada PT putra sinar permaja (South Quarter). *Syntax Literate; Jurnal Ilmiah Indonesia*, 6(4), 1689.