



ANALYSIS OF THE IMPLEMENTATION OF ORGANIZATIONAL COMMITMENT TOWARDS JOB SATISFACTION WHICH IMPLICATIONS EMPLOYEE PERFORMANCE (SURVEY STUDY AT HERMANA LEMBEAN MANADO HOSPITAL)

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Abstract

Organizational commitment is part of an effort or initiative from within an individual to the maximum to survive, work hard, and have confidence in the goals of the organization. Employees as human resources who contribute to health services in hospitals. Therefore, employees contribute to determining the quality of services in hospitals. This study aims to analyze the implementation of organizational commitment, job satisfaction and employee performance at Hermana Lembean Hospital, Manado. This study uses a quantitative approach. The sample in this study amounted to 72 respondents. Data analysis used is descriptive analysis and verification analysis using path analysis. The results of the descriptive analysis study on the implementation of organizational commitment, job satisfaction and employee performance of respondents gave a good assessment, there were still some shortcomings that must be considered for improvement. While the results of the verification study, the path analysis model showed that the path coefficient value between variables was positive and the indirect influence path coefficient value was greater than the direct influence ($53.7\% > 65.6\%$), meaning that the job satisfaction variable as an intervening variable was able to mediate the implementation variable of organizational commitment with employee performance variables.

Keywords: Job Satisfaction, Employee Performance, Implementation of Organizational Commitment.

Introduction

The hospital industry is currently experiencing intense competition with the increasing number of hospitals in various regions. Location is no longer a consideration of distance between hospitals, so competition relies heavily on service quality, treatment costs, and competent medical personnel and qualified employees who provide the best possible service. As a result of this intense competition, hospitals are required to develop innovations and strategies to increase patient visits and encourage patients to choose hospitals as their preferred healthcare facility (Ohorella, 2020).

For service companies, such as hospitals, the primary focus is human resource management, which is a crucial factor in supporting the success of any company, as nearly all operational activities are carried out by humans. Therefore, companies must be able to develop skilled and expert human resources in their fields so that company goals can be achieved within the stipulated timeframe (Widiyanti, 2017). An organization must also be able to develop appropriate policies to address any potential changes. One of the key areas of policy development that management focuses on is human

resource empowerment. Potential human resources, when utilized effectively and efficiently, will be beneficial for supporting the company's growth (Nurjaya, 2021).

Furthermore, the increasingly complex and competitive organizational environment demands that every organization and company be more responsive to survive and thrive. To support this organizational change, individual change is necessary. The process of aligning organizational change with individual change is not easy. Leaders serve as role models within the organization, so change must begin at the highest level, namely the leaders themselves (Riyanto, 2017). Therefore, organizations need reformist leaders who can act as driving forces, as this is crucial for increasing organizational commitment, job satisfaction, and improving employee performance (Rahayu, 2021).

Organizational commitment is the maximal effort or initiative from within an individual to persist, work hard, and believe in the organization's goals, while avoiding feelings of wanting to leave. Commitment is crucial for employees to be more responsible in their work, yet organizations often under-emphasize commitment. Organizational commitment is an attitude that reflects the extent to which an individual identifies with and is committed to their organization (Griffin, 2018). This relates to the decision of whether an individual feels happy and wants to remain a part of the organization. Organizational commitment can be determined after an employee works and experiences the role assigned to them and the company's active role in managing them over a period of time. Improving organizational commitment among employees is a crucial aspect as it results in better performance (Ohorella, 2020).

There is evidence to confirm the impact of organizational commitment as an organizational outcome variable. According to Sudiman (2020), a lack of commitment from personnel can be detrimental to an organization, resulting in suboptimal performance and higher costs. High organizational commitment can be interpreted as a high level of employee loyalty to the employing organization. Employees who are highly committed to an organization are more motivated to work and generate job satisfaction (Nurjaya, 2021). To collaborate and perform well, an employee must have a strong commitment to their organization. Organizational commitment can grow when the organization effectively meets job expectations. Furthermore, meeting these expectations leads to job satisfaction (Karsono, 2008). Strong organizational commitment encourages individuals to strive to achieve organizational goals (Lubis, 2020).

One factor hospitals must consider is employee performance. Performance is the achievement or results, both qualitatively and quantitatively, of an employee's work in accordance with the direction and responsibilities given by their superiors. Employees are human resources that contribute to the quality of healthcare services in hospitals (Jose, 2019). Therefore, employees contribute to determining the quality of hospital services. Employees spend more time with patients than other healthcare providers. Improvements in patient safety can be achieved by improving employee performance in hospitals (Widiyanti, 2017). This is also supported by Kotler (2018), who stated that job satisfaction is the level of employee feelings after comparing work results with expectations. Job satisfaction is an evaluation that describes employees' feelings of happiness or displeasure, and satisfaction or dissatisfaction with their work. Irwanto (2021) found that organizational culture has a positive and significant effect on organizational commitment and organizational citizenship behavior. Employee job satisfaction has a positive and significant effect on organizational commitment and organizational citizenship behavior. Rianti (2018) found that job satisfaction has a positive and significant effect on organizational commitment, organizational commitment has a positive and significant effect on employee performance variables, and job satisfaction also has a positive effect on employee performance.

This research was conducted at Hermana Lembean Hospital, Manado. Based on observations and preliminary survey results, Hermana Lembean Hospital, Manado, has the potential to develop as a referral hospital and a primary healthcare facility for patients, thus requiring improvement and

evaluation related to the quality of the hospital's human resources. Based on the data presented from Hermana Lembean Hospital Manado, it is interesting to analyze the extent to which employees produce their performance through job satisfaction and implementation of their organizational commitment. This study aims to analyze the implementation of organizational commitment, job satisfaction and employee performance at Hermana Lembean Hospital, Manado.

Method

This study uses a quantitative research design with a descriptive analysis approach and verification analysis using path analysis. This study was conducted at Hermana Lembean Hospital, Manado. This study began on July 3, 2025, to July 10, 2025. The sampling technique used a random sampling technique. The sample in this study amounted to 72 respondents. The instrument used by the researcher was a questionnaire consisting of 30 statements. The variables in this study were the implementation of organizational commitment (X), job satisfaction (Y), and employee performance (Z). Data analysis used descriptive analysis, verification analysis, correlation coefficient analysis, and determination analysis (R2). Hypothesis testing used a partial test (t-test).

Results

Descriptive Analysis

Tabel 1. Implementation of Organizational Commitment

Variable	Total Score	Average	Category
Implementation of Organizational Commitment	2.854	3.96	Good

Source: Primary Data Processing Results, 2025

It can be seen that the total score for the organizational commitment implementation variable is 2.854 with an average of 3.96. Therefore, from these calculations, it can be concluded that respondents' perceptions of organizational commitment implementation are in the good category.

Table 2. Job Satisfaction

Variable	Total Score	Average	Category
Job Satisfaction	2.934	4.08	Good

Source: Primary Data Processing Results, 2025

It can be seen that the total score for the Job Satisfaction variable is 2.934 with an average of 4.08. Therefore, from these calculations, it can be concluded that respondents' perceptions of Job Satisfaction are in the good category.

Table 3. Employee Performance

Variable	Total Score	Average	Category
Employee Performance	2.889	4.01	Good

Source: Primary Data Processing Results, 2025

It can be seen that the total score for the Employee Performance variable is 2.889 with an average of 4.01. Therefore, from these calculations, it can be concluded that respondents' perceptions of Employee Performance are in the good category.

Verification Analysis (*Path Analysis*)

Tabel 4. Direct and Indirect Influence

Variable	Path Coefficient	Direct	Influence Indirect
Implementation of organizational commitment to job satisfaction	0.764	0.764 x 0.764 = 0.584	
Job satisfaction towards employee performance	0.858	0.858 x 0.858 = 0.736	
Implementation of organizational commitment to employee performance	0.733	0.733 x 0.733 = 0.537	
Implementation of organizational commitment to employee performance through job satisfaction			0.764 x 0.858 = 0.656

The table shows that the total contribution of organizational commitment implementation to employee performance is 53.7%, and the indirect effect of organizational commitment implementation on employee performance through job satisfaction is 65.6%. This indicates that the indirect effect is greater than the direct effect, or $65.6\% > 53.7\%$. This means that job satisfaction, as an intervening variable, is able to mediate the relationship between organizational commitment implementation and employee performance.

Hypothesis Testing

Hypothesis Testing the Effect of Organizational Commitment Implementation on Job Satisfaction

The p-value was 0.000, meaning $p\text{-value} < \alpha = 0.05$, and the calculated t-value was greater than 1.99. This means that H_01 is rejected and H_a1 is accepted. There is a significant effect between organizational commitment implementation and job satisfaction. Therefore, the hypothesis stating that there is a significant effect between organizational commitment implementation and job satisfaction is accepted.

Hypothesis Testing the Effect of Job Satisfaction on Employee Performance

The p-value was 0.000, meaning $p\text{-value} < \alpha = 0.05$, and the calculated t-value was greater than 1.99. This means that H_02 is rejected and H_a2 is accepted. There is a significant effect between job satisfaction and employee performance. Therefore, the hypothesis stating that there is a significant effect between job satisfaction and employee performance is accepted.

Hypothesis Testing the Effect of Organizational Commitment Implementation on Employee Performance

The p-value obtained was 0.000, meaning $p\text{-value} < \alpha = 0.05$, and the calculated t-value was greater than 1.99. This means that H_03 is rejected and H_a3 is accepted. There is a significant effect between organizational commitment implementation and employee performance. Therefore, the hypothesis stating that organizational commitment implementation has a significant effect on employee performance is accepted.

The Effect of Organizational Commitment Implementation on Employee Performance Through Job Satisfaction

To test the significance of job satisfaction as a mediating variable in the model, the Sobel test results were examined. First, find the calculated t-value for organizational commitment

implementation obtained from the path analysis calculation in the first substructure, which is 9.914. Then, find the calculated t-value for job satisfaction on employee performance obtained from the path analysis calculation in the second substructure, which is 13.962. After each calculated t-value is known, the next step is to enter these values into the Sobel test calculator, with the following results.

Table 5. Results of the Sobel Test on the Implementation of Organizational Commitment on Employee Performance Mediated by Job Satisfaction

Input:	Test statistic:	p-value:
t_a <input type="text" value="9.914"/>	Sobel test: <input type="text" value="8.08343907"/>	p -value: <input type="text" value="0"/>
t_b <input type="text" value="13.962"/>	Aroian test: <input type="text" value="8.06969054"/>	p -value: <input type="text" value="0"/>
	Goodman test: <input type="text" value="8.09725812"/>	p -value: <input type="text" value="0"/>
<input type="button" value="Reset all"/>	<input type="button" value="Calculate"/>	

Based on the calculation results, the calculated t value for the mediation effect test on this hypothesis is 8.083. If $\alpha = 0.05$ then $t_{table} = 1.99$. From the calculation above, it can be concluded that the calculated t of 8.083 is greater than the t table of 1.99 with a significance level of 0.05, so it can be concluded that Job satisfaction is able to mediate the relationship between the Implementation of organizational commitment and employee performance. Thus, hypothesis 4 can be accepted and the type of mediation of Job satisfaction is partial mediation, where both the presence of Job satisfaction and the absence of the Implementation of organizational commitment still have a significant influence on employee performance.

Discussion

Descriptive Analysis

Implementation of Organizational Commitment

Respondents' assessment results for the implementation of organizational commitment were categorized as good, although there are still some areas for improvement. Implementing organizational commitment in hospitals is crucial for improving the quality of healthcare services and achieving organizational goals. Research by Irma (2021) explains that the reasons why implementing organizational commitment in hospitals is crucial include: increasing patient and family satisfaction, improving the quality of care and reducing medical errors, increasing productivity and work efficiency, reducing costs associated with errors and inefficiencies, improving patient safety and reducing the risk of medical errors, improving the quality of care and reducing complications, increasing employee motivation and satisfaction, increasing employee retention and reducing turnover. Furthermore, it can enhance the hospital's reputation and increase public trust, enhance the hospital's competitive advantage, and increase market share. Therefore, implementing organizational commitment in hospitals is crucial for improving service quality, efficiency, patient safety, employee satisfaction, and organizational image (Gibson, 2019).

Job Satisfaction

Respondents' assessment results for job satisfaction were categorized as good, although there are still some areas for improvement. Employee job satisfaction is crucial for hospitals to improve the quality of healthcare services. Furthermore, employees who are satisfied with their jobs tend to provide better patient care. Research by Edi (2021) indicates that employees who are satisfied with their jobs tend to be more concerned with the quality of care provided to patients. Satisfied

employees tend to be more productive and efficient in carrying out their duties. Satisfied employees tend to be more thorough and make fewer mistakes.

Alfian (2021) explains that satisfied employees tend to be more loyal and reduce turnover. Reducing turnover can save costs associated with recruiting and training new employees. High job satisfaction means satisfied employees tend to have lower stress levels. Satisfied employees tend to have better physical health. Hospitals with satisfied employees tend to have a better public reputation. Hospitals with satisfied employees tend to be more trusted by patients and the public. Therefore, employee job satisfaction is crucial for hospitals to improve service quality, productivity, employee retention, employee mental and physical health, and the hospital's image and reputation (Ansori, 2017).

Employee Performance

Respondents' assessments categorized employee performance as good, although some areas still require improvement. The importance of improving employee performance lies in its positive impact on productivity, profits, reputation, and company loyalty. Good employee performance also serves as a catalyst for innovation and hospital growth. Research by Irwanto (2021) supports this, stating that improved employee performance directly correlates with increased overall productivity. With optimal performance, employees can complete tasks more effectively and efficiently, producing more output in the same timeframe.

Furthermore, research by Jose (2019) suggests that increased productivity and efficiency resulting from good employee performance naturally have a positive impact on company profits. High-performing employees tend to be more productive, make fewer errors, and contribute more to company revenue. A hospital's reputation is often reflected in the behavior and performance of its employees. High-performing employees provide satisfactory customer service, create high-quality products or services, and maintain a positive company image in the public eye. Furthermore, when employees feel appreciated and recognized for their performance, they tend to be more loyal to the company. Appreciation and recognition for good performance can increase employee motivation and job satisfaction, reducing employee turnover. High-performing employees are often a valuable source of new ideas and innovation. They are motivated to actively contribute to process improvement, product development, and problem-solving, which can drive company growth and development (Sidik, Yuliaty & Rahmiyati, 2024). Efforts to improve employee performance can also create a more positive and conducive work environment. Through effective performance management, companies can provide constructive feedback, recognition for achievements, and career development opportunities, all of which contribute to increased motivation and job satisfaction. Therefore, improving employee performance is not only about achieving company goals but also about creating a healthy, productive, and sustainable work environment (Rahmasasi, Kosasih & Yuliaty, 2024).

Verification Analysis (*Path Analysis*)

The Impact of Organizational Commitment Implementation on Job Satisfaction

The implementation of organizational commitment influences job satisfaction. This is related to how employees can deliver appropriate results at work based on their commitment and responsibilities. Akbar's (2019) research explains that organizational commitment is employee loyalty to the organization, its values, and goals. High organizational commitment can increase employee job satisfaction. Meanwhile, job satisfaction is a feeling of enjoyment in the work they have done. High organizational commitment can also improve employee performance.

Suryani's (2019) research suggests that organizational commitment is crucial for organizations in ensuring their survival. Organizational commitment can also demonstrate optimal performance.

The higher the organizational commitment, the higher the job satisfaction; conversely, the lower the organizational commitment, the lower the job satisfaction. Job satisfaction can be achieved if one of the important predictors of employee performance, namely organizational commitment, can be demonstrated in each individual (Hasibuan, 2019).

The Impact of Job Satisfaction on Employee Performance

Job satisfaction has a close relationship with employee performance. Job satisfaction is an emotional state characterized by enjoyment or love for one's work. Employees who are satisfied with their jobs tend to be more productive, less absent, make positive contributions, and stay with the company. Conversely, dissatisfied employees tend to do the opposite (Ansori, 2017). According to Noviardy's (2020) research, several factors influence employee job satisfaction, including work morale, discipline, job performance, job security, and job challenges. Factors contributing to increased job satisfaction include career development opportunities, recognition for work achievements, and a conducive work environment. Job satisfaction plays a crucial role in the success of an organization, so organizations are expected to recognize the importance of job satisfaction for their employees in driving improved employee and organizational performance (Noviardy, 2020).

The Direct Impact of Organizational Commitment Implementation on Employee Performance

The implementation of organizational commitment significantly impacts employee performance. According to Kreitner & Knicki's (2018) theory, organizational commitment reflects the degree to which an individual identifies with an organization and is committed to its goals. Organizational commitment is divided into three major dimensions: affective commitment, continuance commitment, and normative commitment. Employees who join an organization naturally bring desires, needs, and past experiences that shape their job expectations, and together with the organization strive to achieve shared goals.

Research by Rafika (2020) explains that employee organizational commitment is a form of psychological attachment to the organization. High organizational commitment encourages employees to exert maximum effort to achieve organizational goals, be willing to make sacrifices for the organization's interests, and have a strong desire to remain with the organization. Handoko's theory (2019) suggests that commitment, as a psychological state, is characterized by the relationship between employees and the organization and has implications for individual decisions to stay or leave the organization. The nature of psychological states for each form of commitment differs significantly. Employees with strong organizational commitment are valuable to the organization, which in turn, delivers the desired and expected results for employees, leading to job satisfaction.

Indirect Impact of Organizational Commitment Implementation on Employee Performance Through Job Satisfaction

Indirectly, the implementation of organizational commitment has a significant impact on employee performance through job satisfaction. The higher the organizational commitment, the higher the employee job satisfaction, which can have an impact on the higher performance produced by employees in carrying out their work, and vice versa. In Erwinda's (2023) study, based on the distribution of respondents' answers for the organizational commitment variable, most employees answered that they were very dependent on this company to meet their living needs. However, this is not in line with the distribution of respondents' answers for the job satisfaction variable, which shows that the salary they receive is not able to meet their living needs. Therefore, this will have a negative impact on employee performance (Suparyadi, 2018).

Torang's theory (2019) states that improving employee job satisfaction is crucial for organizations. High job satisfaction not only helps retain talented employees but also increases

productivity and work quality, leading to company success. Job satisfaction itself is not just about meeting basic needs but also about creating a work environment that encourages engagement, productivity, and personal development. When employees are satisfied with their work, they tend to be more motivated to contribute optimally. Conversely, when employees are dissatisfied with their work, productivity declines, team instability, and even high turnover rates can occur.

Conclusion

The implementation of organizational commitment, job satisfaction, and employee performance at Hermana Lembean Hospital, Manado, are in the good category. The implementation of organizational commitment has a positive and significant effect on job satisfaction at Hermana Lembean Hospital, Manado. Job satisfaction has a positive and significant effect on employee performance at Hermana Lembean Hospital, Manado. The implementation of organizational commitment has a positive and significant effect on employee performance at Hermana Lembean Hospital, Manado. The implementation of organizational commitment has a significant indirect effect on employee performance through job satisfaction at Hermana Lembean Hospital, Manado. The results of the path analysis model indicate that the indirect effect is greater than the direct effect. Therefore, job satisfaction, as an intervening variable, can play a mediating role between the implementation of organizational commitment and employee performance at Hermana Lembean Hospital, Manado.

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