

ANALYSIS OF THE EFFECT OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT ON THE PERFORMANCE OF OE-CUSSE TIMOR LESTE REFERRAL HOSPITAL EMPLOYEES

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Abstract. The low performance of the Regional Special Referral Hospital belonging to Oe-Cusse of Timor-Leste illustrates the quality of customer service that affects hospital income. This study aims to analyze the effect of job satisfaction on organizational performance, the effect of commitment on organizational performance, the effect of job satisfaction on organizational commitment, and analyze the most influential variables between job satisfaction and organizational commitment on the organizational performance of Regional Specialty Hospital Referral Oe-Cusse of Timor-Leste. This type of research is a quantitative study using an analytic observational study with a cross-sectional study design. The sample was taken using stratified random sampling so that the sample in this study included medical, nursing, midwifery, and non-medical personnel totaling 130 respondents in Regional Specialty Referral Hospital Oe-Cusse of Timor-Leste. The results showed that there was a relationship between job satisfaction and organization, there was a relationship with organizational performance, there was a relationship between job satisfaction and organizational commitment, and job satisfaction was the variable that most influenced performance (32,10%) compared to organizational commitment (21,90%). Therefore, it is expected that the hospital can maintain and develop the supporting dimensions of job satisfaction and organizational commitment of its employees to achieve organizational performance as expected.

Keywords: job satisfaction; organizational commitment; organizational performance

I. INTRODUCTION

One of the most prominent issues that hurts development is the factor of public health services and human resources (The Tjandrarini, 2018). A very urgent problem in the Oe-Cusse Ambeno Referral Hospital Timor-Leste which shows performance achievements in the number of outpatient visits has decreased in 2006-2008 by 1% and decreased in 2009-2010 by 6% so it is known that the average decrease is 4%. While the number of visits in 2006 was 9,425, in 2007 as many as 8,276, and in 2008 as many as 11,267. However, Oe-Cusse Referral Hospital also experienced fluctuating conditions, where in 2006-2007 it increased by 4% then decreased in 2009-2010 by 16% so that the average decrease was 5% with the number of patient visits in 2006 as many as 8,760, in 2007 as many as 11,221 and in 2008 as many as 7,314. The number of patient visits to the Oe-Cusse Referral Hospital Inpatient Installation also decreased in 2006-2007 by 4% and in 2007-2008 decreased by 19% so that the average decrease was 11% with the number of visits in 2016 as many as 3,175, in 2017 as many as 2,843, in 2018 as many as 2,130.

Oe-Cusse Referral Hospital is geographically located in an isolated area (Enclave) between the areas of North Central Timor Regency (TTU), Belu Regency, and South Central Timor Regency (TTS) of East Nusa Tenggara (NTT) province of Indonesia. The relationship between public services and the central government in Dili Timor-Leste is quite complicated

when facing emergencies such as patient referrals, emergency use of health service facilities, all organizational development policies in the context of human resource development, access to information, technology, and culture are problems. From this observational data, the author can conclude that one of the factors that can affect the performance of Oe-Cusse Ambeno Referral Hospital employees is job satisfaction and organizational commitment of the Hospital employees.

From this observational data, the author can conclude that one of the factors that can affect the performance of Oe-Cusse Ambeno Referral Hospital employees is job satisfaction and organizational commitment of the Hospital employees. In addition, in an era of rapid change, knowledge capital must be maintained for the organization to remain productive and responsive to the needs of its stakeholders. Thus, the hypothesis that can be used to conduct further research is that the lower job satisfaction and organizational commitment of employees at Oe-Cusse Ambeno Referral Hospital is one of the fundamental reasons for the author to conduct more in-depth research on job satisfaction factors and employee organizational commitment.

Performance measurement is a way to find out or assess the extent to which the goals, objectives, and programs of an organization can be achieved (Updated > 2019; Priatna, 2016). Performance measurement can also be used as a consideration in making decisions for future performance improvements (Erakipia & Gamaliel, 2017; Pohan, 2017; Taufik, 2013).

Various studies have been conducted to explore the relationship between leadership style, organizational culture, job satisfaction, and organizational performance. Research by (Athar, 2020; Avilla, 2017; Tambunan, 2019) emphasizes the importance of leadership style in influencing employee performance and commitment, while studies by (Fajriyah, 2018; Purwanto et al., 2020) Focus on the role of organizational culture in organizational performance. In addition, research (Citraningtyas & Djastuti, 2017) explores the relationship between job satisfaction and organizational performance, while (Kristinawati & Tjakraatmaja, 2018) examines the role of trust in linking knowledge management capabilities to organizational performance. All of these studies provide valuable insights into the factors that influence organizational performance.

The purpose of this study was to examine the effect of job satisfaction and organizational commitment on employee performance at Oe-Cusse Ambeno Referral Hospital. Through empirical data analysis, this study aims to provide empirical support that supports the theory that job satisfaction and organizational commitment have a significant influence on employee performance in the hospital.

II. METHOD

There are two (2) types of methods used in this case research, namely quantitative descriptive methods to know the influence of several variables, namely job satisfaction variables, organizational commitment variables, and employee performance variables. In addition, the case study method is also used in this research to be a form of active approach by utilizing certain situations or cases that can provide meaningful learning for researchers through discussions to conduct analysis, synthesis, and evaluation based on the case being studied. Research (Sugiyono, 2016), explains that the scientific way means that research activities are based on scientific characteristics, namely rational, empirical, and systematic.

In this case, research, is the procedure of collecting research data through literature review, interaction with groups of employees, instrument trials, question formulation, data recording, validation, and organizing data for analysis. Data collection techniques in research involve observation methods, questionnaires, interviews, documentation, and literature studies to obtain systematic and relevant information from various sources and research subjects.

In this study, the population studied was 834 employees of Oe-Cusse Referral Hospital, with 130 respondents selected as samples taken by chance through the Accidental Sampling method. The distribution of samples was carried out proportionally based on groups, with the results of 38 respondents from Group II, 42 from Group III, and 1 from Group IV in the faculty. In the institution, there were 4 respondents from group II, 7 from group III, and 1 from group IV. While at the head office, there were 15 respondents from Group II, 20 from Group III, and 2 from Group IV.

In this study, data was collected through the distribution of questionnaires to employees of Hospital Referral Oe-Cusse Ambeno, designed to explore information about job satisfaction factors and organizational commitment that affect their

performance. The questionnaire was designed using a Likert scale of 1-5, where each scale represents a degree of agreement or disagreement with the statement submitted. To ensure the accuracy and validity of the data collected, reliability and validity tests are carried out. Validity is used to measure the accuracy of measuring instruments, while reliability is used to assess the reliability of measuring instruments. Data analysis techniques include normality tests, outliers tests, and correlation tests to check data characteristics. Furthermore, the theoretical model that has been built will be represented in a flowchart to visualize causal relationships between the variables studied, including exogenous and endogenous constructs that affect employee performance. This diagram will help in understanding and evaluating the impact of these factors on the performance of employees in the hospital.

III. RESULT AND DISCUSSION

Table 1. Karakteristik Responden Hospital Referral Oe-Cusse Ambeno Timor Leste

Information	Sum	Percentage
Working Time (Year)		
5-10	40	40%
11-20	17	17%
21-30	10	10%
> 31	3	3%
Education		
S2	2	2%
S1	18	18%
D3	20	20%
SLTA	40	40%
SLTP	30	30%
Golongan		
IV	15	15%
III	40	40%
II	58	58%
Age (Years)		
19-24	30	30%
25-34	42	42%
35-45	48	48%
> 46	36	20%
Marital Status		
Marry	39	90%
Unmarried	29	10%
Gender		
Man	75	56%
Woman	43	44%

Source: Processed from primary data of Oe-Cusse Ambeno Referral Hospital, 2012

Table 1 describes the description of respondents who have described their percentage identity, namely among others about the period of service which is successively grouped into 5-10 years, 11-20 years, 21-30 years ≥31 years with percentages of 19%, 48%, 30% and 3%, education level; S2, S1, D3, Senior High School, Junior High School with a percentage of 2%, 18%, 20%, 40%, and 30% groups: IV, III, II with a percentage of 3%, 53% and 44%, age; 19-24 years, 25-34 years, 35-45 years, ≥46 with percentages of 1%, 15%, 48%, 36%, marital status;

married, unmarried with a percentage of 90%, 10% and gender; men, women with a percentage of 56%, 44%

Data Analysis Process

In this study, the data analysis techniques used are: *Structural Equation Modeling SEM* which consists of seven tabs, namely: (Haryono & Wardoyo, 2012):

1. Development of theoretically based models. The theoretical model in the study has been described in Figure 2.1 in Chapter II. This research model consists of 10 indicators to examine the causality relationship between the effect of job satisfaction, and organizational commitment to the performance of Oe-Cusse Referral Hospital employees.
2. Development of path flow diagrams. The flowchart for testing the research model has been illustrated in Figure 3.3 in Chapter III which is based on the theoretical framework in Figure 2.1 in Chapter II.
3. Convert the flowchart into an equation. The equations for the research model have been created as described in Table 3.3 in Chapter III.
4. Selecting input matrices and estimation models The input data used in this study is the variance matrix or covariance or correlation matrix for the overall estimate. The sample size used in this study was 130 employees or health employees of Oe-Cusse Ambeno Referral Hospital. The computer program used is AMOS 4.0 with maximum *likelihood estimation*.
5. Model identification problems are principally problems regarding the inability of models developed to produce unit estimates, the symptoms of identification problems include:
 - a. Standard errors in one or more coefficients are very large.
 - b. Strange numbers such as negative error variances appear.
 - c. There was a very high correlation between the estimation coefficients (>0.90)
6. Evaluate the *criteria of goodness of fit*. Model conformity testing is carried out through a review of the *goodness of fit criteria* as described in Chapter III. Briefly the criteria for the model feasibility testing index (*goodness of fit*) in Table 2 below:

Table 2 Model Feasibility Testing Index

Goodness-Of Fit Index	Cut-Of Value	Model Results	Information
Chi-Square	81.381	65,389	Good
Probabilitas	$\geq 0,05$	0.360	Good
GFI	$\geq 0,90$	0.907	Good
AGFI	$\geq 0,90$	0.864	Marginal
TLI	$\geq 0,95$	0.993	Care
CFI	$\geq 0,95$	0.995	Good
RMSEA	$\leq 0,08$	0.023	Good
CMIN/DF	$\leq 2,00$	1.055	Good

Source: Primary data processed for this thesis, 2012

7. Interpretation and modification of models

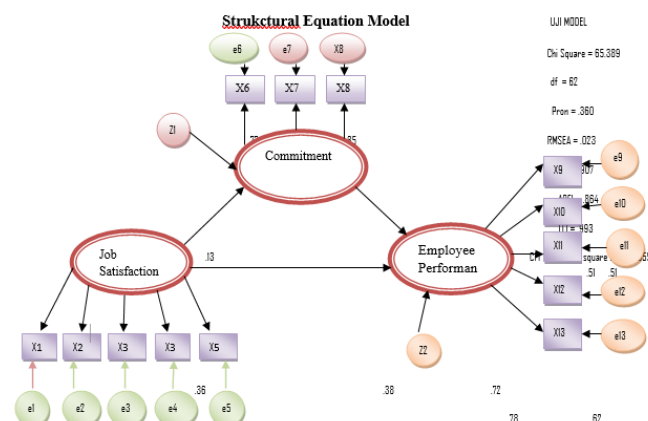
In this last step, model interpretation will be carried out, and modify models that do not meet the test requirements.

The measurement model for confirmatory factor analysis includes dimensions of job satisfaction, organizational commitment, and employee performance, the results of this analysis can be seen in 11 as follows:

Table 3 Table of Conformity Index of Job Satisfaction Model and Organizational Commitment

Goodness-Of Fit Index	Cut-Of Value	Model Results	Information
Chi-Square	30.144	20,088	Good
Probabilitas	$\geq 0,05$	0.389	Good
GFI	$\geq 0,90$	0.950	Good
AGFI	$\geq 0,90$	0.906	Good
TLI	$\geq 0,95$	0.995	Care
CFI	$\geq 0,95$	0.997	Good
RMSEA	$\leq 0,08$	0.024	Good
CMIN/DF	$\leq 2,00$	1.057	Good

Source: Primary data processed for this thesis, 2012



Gambar 1. Structural Equation Modeling (SEM)

After the model is analyzed through confirmatory factors, each indicator in the fit model can be used to define latent contracts, so that the full SEM model can be analyzed.

Table 4 Model Eligibility Index

Goodness-Of Fit Index	Cut-Of Value	Model Results	Information
Chi-Square	81.381	65,389	Good
Probabilitas	$\geq 0,05$	0.360	Good
GFI	$\geq 0,90$	0.907	Good
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TLI	$\geq 0,95$	0.993	Good
CFI	$\geq 0,95$	0.995	Good
RMSEA	$\leq 0,08$	0.023	Good
CMIN/DF	$\leq 2,00$	1.057	Good

Table 5 Regression Weights on Full Model

Regression Weights	Estimate	S.E	C.R
Organizational Commitment <- Job Satisfaction	0.42	0.143	2.928

Employee Performance <--- Job Satisfaction	0.231	0.113	2.046
Employee Performance<- Organizational Commitment	0.32	0.103	3.114
x5 <----- Job Satisfaction	1		
x4 <----- Job Satisfaction	1.037	0.164	6.329
x3 <----- Job Satisfaction	1.177	0.166	7.106
x2 <----- Job Satisfaction	0.981	0.149	6.593
x1 <----- Job Satisfaction	1.199	0.163	7.35
x6 < Organizational Commitment	1		
x7 < Organizational Commitment	0.952	0.139	6.329
x8 < Organizational Commitment	1.084	0.146	7.35
x9 <----- Employee Performance	1		
x10 <----- Employee Performance	1.162	0.156	7.434
x11 <----- Employee Performance	1.145	0.188	6.087
x12 <- Employee Performance	1.33	0.161	8.262
x13 <----- Employee Performance	1.318	0.165	7.984

Data Normality Evaluation

The assumption of data normality must be met for the data to be further processed for SEM modeling, univariate normality, and multivariate data used in this analysis can be tested for normality, as presented in Table 12 (Maulana, 2017). The normality test was conducted using critical ratio criteria of ± 2.58 at a significant level of 0.01 (1%) so that it can be concluded that 63 there is no deviated data (Nurfaizal & Pinilih, 2014). The Normality test data for each indicator proved to be normal.

Tabel 6 Normalitas Data Assessment of normality

	Min	Max	Skew	c.r	Kurtosis	c.r
X13	2.000	5.000	-0.046	0.187	-1.159	-2.367
X12	2.000	5.000	-0.140	0.571	-0.579	-1.183
X11	2.000	5.000	-0.140	1.281	-0.716	-1.462
X10	2.000	5.000	-0.037	0.150	-0.942	-1.923
X9	2.000	5.000	-0.335	1.367	-0.042	-0.087
X8	2.000	5.000	-0.326	1.332	-0.445	-0.907
X7	2.000	5.000	-0.175	0.715	-0.922	-1.882
X6	2.000	5.000	-0.342	1.397	-0.523	-1.068
X1	2.000	5.000	-0.599	2.447	-0.383	-0.783
X2	2.000	5.000	-0.199	0.814	-0.040	-0.081
X3	2.000	5.000	-0.566	2.311	-0.561	-1.145
X4	2.000	5.000	-0.359	1.465	-0.770	-1.571

	Min	Max	Skew	c.r	Kurtosis	c.r
X5	2.000	5.000	-0.283	1.157	-0.379	-0.774
Multi variate					9.218	2.334

Source: Primary data processed for this thesis, 2012

Univariate Outliers

To determine the existence of univariate outliers can be done by determining the threshold value that will be categorized as outliers by converting the value of research data into a standard score commonly called z-score, which has an average value of zero with a standard deviation of 1.00. Univariate outliers in testing were performed per variable construct with the SPSS program. Data observations that have a z-score value of ≥ 3.0 will be categorized as outliers (Sigar & Kalangi, 2019). The results of testing univariate outliers in the following table show the absence of univariate outliers.

Table 7. Descriptive statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Zscore(x 1)	10	-3.08182	1.00909	.00000	1.00000
Zscore(x 2)	10	-2.54662	1.00834	.00000	1.00000
Zscore(x 3)	10	-2.97196	1.39183	.00000	1.00000
Zscore(x 4)	10	-2.79951	1.26620	.00000	1.00000
Zscore(x 5)	10	-2.79951	1.31314	.00000	1.00000
Zscore(x 6)	10	-2.51050	1.89409	.00000	1.00000
Zscore(x 7)	10	-2.43292	1.38919	.00000	1.00000
Zscore(x 8)	10	-2.51154	1.33762	.00000	1.00000
Zscore(x 9)	10	-2.28405	1.46387	.00000	1.00000
Zscore(x 10)	10	-2.54248	1.29510	.00000	1.00000
Zscore(x 11)	10	-1.92487		.00000	1.00000
Zscore(x 12)	10	-2.38842		.00000	1.00000
Zscore(x 13)	10	-2.44077		.00000	1.00000
Valid N (listwise)	10				

Source: Primary data processed for this thesis, 2012

Testing against Residual Value

Testing of the residual value indicated that the modified model was significantly acceptable and the residual value set was ± 2.58 at a significant level of 1% (Pahrudin et al., 2018). The residual standards processed using the AMOS program can be seen in the appendix, so the conclusion is that the data used in this study is significantly acceptable because the residual value is $\leq \pm 2.58$.

Table 8 Standardized Residual Covariances

	x13 x6	x12 x1	x11 x2	x10 x3	x9 x4	x8 x5	x7
x13	0						
x12	0.05	0					
		-					
x11	0.17	0.27	0				
x10	0.07	-0.2	0.73	0			
		-	-	-			
x9	0.46	0.46	0.47	0.11	0		
x8	0.45	0.71	0.39	0.22	0.351	0	
x7	1.26	0.46	0.35	0.1	0.164	0.02	0
x6	0.05	-0.1	1.47	0.81	0.508	0.04	0.11
x1	0						
x2	0.59	0.19	0.35	0.14	-0.466	0.51	0.86
x3	0.27	0					
	0.75	1.02	0.65	0.79		1.257	0.39
x4	0.47	1	-0.4	0			
x5	0.55	0.35	0.31	0.19		-0.724	0.13
	0.01	0.95	0.38	0.21	0		
	-0.8	0.47	0.32	0.19		-285	0.56
	1.42	0.05	0.15	0.29	0.33	0	
	0.05	0.31	0.01	0.18		0.284	0.08
	0.15	1.06	0.26	0.79	0.34	0.13	0

Uji Reliability dan Variance Extract

1. Uji Reliability

The reliability test is to show the extent to which a measuring instrument can give relatively the same results when measured again on the same subject. Reliability tests in SEM can be obtained through the following formula (Wahyuningsih, 2020);

$$\text{Construct-Reliability} = \left(\frac{\sum \text{Std. Loading}^2}{\sum \text{Std. Loading}^2 + \sum \epsilon^2} \right)$$

Information:

Standard loading is obtained from standardized loading for each indicator obtained from the results of computer calculations. $\sum \epsilon^2$ is the measurement error of each indicator, measurement error can be obtained from 1-reliability of the indicator, the acceptable level of reliability is ≥ 0.7 .

Measurement of Data Reliability Results

Hasil standard loading data :

$$\text{Job satisfaction} = 0.855 + 0.747 + 0.817 + 0.713 + 0.68 = 3.812$$

$$\text{Organizational Commitment} = 0.772 + 0.724 + 0.851 = 2.347$$

$$\text{Kinerja} = 0.717 + 0.784 + 0.642 + 0.88 + 0.845 = 3.868$$

Hasil measurement error data:

$$\text{Work fasting} = 0.269 + 0.442 + 0.333 + 0.492 + 0.538 = 2.073$$

$$\text{Organizational commitment} = 0.404 + 0.476 + 0.276 = 1.156$$

$$\text{Kinerja} = 0.486 + 0.385 + 0.588 + 0.226 + 0.286 = 1.971$$

Data reliability calculation:

$$\text{Job satisfaction} = (3.812) / ((3.812) + 2.073) = 0.875$$

$$\text{Organizational commitment} = (2.347) / ((2.347) + 1.156) = 0.827$$

$$\text{Performance} = (3.868) / ((3.868) + 1.971) = 0.884$$

Based on the results of the data reliability measurement, the data reliability value in this study has a value of ≥ 0.70 , thus this study can be accepted.

2. Variance Extract

In principle, variance extract measurement shows the amount of variance of the indicator extracted by the developed latent contract. The acceptable variance extracted value is ≥ 0.50 . The formula used is (Hair, 1995):

$$\text{Variance Extract} = \frac{\sum (\text{Std. Loading})^2}{\sum (\text{Std. Loading})^2 + \sum \epsilon^2}$$

Information:

Standard loading is obtained from standardized loading for each indicator obtained from the results of computer calculations. $\sum \epsilon^2$ is the measurement error of each indicator.

Hasil square standardized loading data :

$$\text{Job satisfaction} = 0.2692 + 0.442 + 0.333 + 0.492 + 0.538 = 2.927$$

$$\text{Organizational commitment} = 0.404 + 0.476 + 0.276 = 1.844$$

$$\text{Performance} = 0.486 + 0.385 + 0.588 + 0.226 + 0.286 = 3.029$$

Extract data variance calculation;

$$\text{Job satisfaction} = 2.927 / (2.927 + 2.073) = 0.585$$

$$\text{Organizational commitment} = 1.844 / (1.844 + 1.156) = 0.615$$

$$\text{Performance} = 3.029 / (3.029 + 1.971) = 0.662$$

The results of variance extract measurement can be accepted because they meet the requirements, namely ≥ 0.50 so that the constructs in this study can be accepted. So the overall results of the calculation of the reliability test and variance extract data of the study can be seen in the following table:

Table 9 Results of Calculation of Reliability and Variance Extract

Variable	Reliability	Variance Extract
Job satisfaction	0.875	0.585
Organizational Commitment	0.827	0.615

Performance	0.884	0.662
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From the calculation of reliability and *variance extract* above, it appears that this study is acceptable because both meet the requirements.

Hypothesis Testing

From the calculation results through confirmatory factor analysis and structural equation model, the model in this study can be accepted in Figure 4.2, the results have met the criteria of goodness of fit; chi square= 65.389; probability = 0.360; CMIN/DF = 1.055; GFI = 0.907; TLI = 0.993; CFI = 0.995; RMSEA = 0.023 ; as figure 4.2. Furthermore, based on this fit model, testing will be carried out on the three hypotheses proposed in this study.

Hypothesis I Testing

H1 : Job satisfaction has a positive effect on employee performance The estimation parameter between job satisfaction and performance shows significant positional results with a value of CR = 2,046; CR ≥ 2.00 with a significant level of 0.01 (1%). Thus, hypothesis I is acceptable, meaning that job satisfaction has a significant positive effect on performance in this study is statistically proven.

Hypothesis II Testing

H2 : Job satisfaction has a positive effect on organizational commitment The estimation parameter between job satisfaction and organizational commitment shows significant positional results with a value of CR = 2.928; CR ≥ 2.00 with a significant level of 0.01 (1%). Thus, hypothesis II is acceptable, meaning that job satisfaction has a significant positive effect on organizational commitment in this study is empirically proven.

Hypothesis III Testing

H3 : Organizational commitment has a positive effect on employee performance The estimation parameter between organizational commitment to employee performance shows significant positional results with a value of CR = 3.114; CR ≥ 2.00 with a significant level of 0.01 (1%). Thus, hypothesis III is acceptable, meaning that organizational commitment has a significant positive effect on employee performance in this study is empirically proven.

IV. CONCLUSIONS

The results of this study can be concluded that from the 3 (three) hypotheses proposed in this study are accepted and proven. This can be seen from the CR value of the results of research data analysis greater than the standard value ($\geq \pm 2.00$) this means a hypothesis stating that allegedly job satisfaction and organizational commitment have a positive effect on the performance of Oe-Cusse Ambeno Referral Hospital employees in this study empirically proven.

Theoretically, the main implication of this study is as empirical support for how job satisfaction and organizational commitment positively affect the performance of Oe-Cusse Hospital Referral employees.

The results show important managerial implications for the Oe-Cusse Ambeno Referral Hospital in Timor-Leste. It found that job satisfaction and organizational commitment had a significant influence on employee performance. Therefore, for

policy makers at the hospital, strategic steps need to be taken, including efforts to increase employee job satisfaction and strengthen their organizational commitment.

The upcoming agenda for further research is carried out on a wider research object, not only focusing on Oe-Cusse Referral Hospital employees, but also can involve all employees spread across 4 (four) health centers. This is with the intention to better describe the actual organizational systems and processes and in addition as comparative data between the behavior of civil servants and private employees who have different characteristics.

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