

The Influence of Performance and Organizational Commitment on Employee Job Satisfaction at Stella Maris Teluk Dalam Hospital

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ABSTRACT

As public service organizations, hospitals require good performance to improve the quality of service that will be provided to customers and satisfy customers. This study aims to determine the effect of performance and organizational commitment on employee job satisfaction at RSU Stella Maris Teluk Dalam. This type of research is quantitative in the form of an analytical survey with a cross-sectional approach. The sample of this study was 100 employees who work at the Stella Maris Bintang Laut Teluk Dalam General Hospital. The data were analyzed bivariate with the Spearman correlation test and multivariate with multiple linear regression tests. The results showed an effect of performance based on internal service quality, workload quantity, time, cost, supervision, and employee relationships (all value 0.000). In terms of organizational commitment, based on affective, normative, and ongoing commitment (all p-value 0.000) on employee job satisfaction. Multivariate analysis showed significant effects of time (p-value 0.004), supervision (p-value 0.029), and continuance commitment (p-value 0.000) on employee job satisfaction, with continuance commitment emerging as the strongest predictor. The conclusion is that performance and organizational commitment influence employee satisfaction, where the most influential variable is organizational commitment based on continuance commitment.

Keywords : Performance, Organizational Commitment, Job Satisfaction

INTRODUCTION

Human resources represent a critical asset for any organization, arguably as important as capital (Lubis et al., 2024). Effective human resource management is essential for sustaining organizational efficiency and effectiveness. This is especially true for hospitals, which are inherently intensive in human resources due to their diverse range of professions and large

number of personnel (Raziansyah et al., 2021). As public service organizations, hospitals must deliver high-quality services to satisfy patients, necessitating strong organizational performance. A key component in achieving this goal is fostering organizational commitment among employees (Ardiyani et al., 2021). However, employee commitment is often overlooked despite its critical role in driving responsibility and engagement. Alarming, studies indicate that a significant proportion of employees—64%—would leave their jobs for better opportunities, while 52% feel their salaries are inadequate. This trend is reflected in the rising resignation rates observed from 2018 to 2021 (Rianti et al., 2023).

Studies have shown a positive and significant relationship between organizational commitment and job satisfaction (Sandy et al., 2023; Aghnia & Sunarsi, 2023). For instance, Sandy et al. (2023) reported a significant positive effect ($t = 2.978$), indicating that increased organizational commitment enhances job satisfaction. Moreover, organizational performance significantly influences job satisfaction as well. Hartawan & Darma (2022) found that employee performance positively correlates with job satisfaction, evidenced by a coefficient of 0.445.

Employee job satisfaction is a crucial factor that influences overall organizational effectiveness (Juned et al., 2022). Employees who are satisfied tend to be more engaged and dedicated to their work. Job satisfaction is defined as a positive attitude that employees have towards their work environment (Safri et al., 2022). Although previous research has explored the links between performance, organizational commitment, and job satisfaction, there are still limited studies focusing specifically on employees in Indonesian hospitals. This research aims to fill this gap by examining the relationships among these variables within the context of Indonesian hospitals.

This study focuses on Stella Maris General Hospital, located in Teluk Dalam City, Nias, North Sumatra. In 2023, the hospital achieved satisfactory results in national and priority quality indicators, reflecting its good performance. Patient satisfaction, a key performance indicator, was high, surpassing the target of 76.61% for both inpatients and outpatients. Despite these positive indicators, interviews with hospital staff revealed areas needing improvement. Some employees reported challenges in maintaining positive interpersonal relationships with colleagues. Although organizational commitment was generally high, as indicated by employee discipline, some employees expressed dissatisfaction with their salaries, which they felt were insufficient to meet their needs despite compliance with existing regulations. This discrepancy between perceived salary adequacy and regulatory

compliance underscores the need for further investigation into factors influencing job satisfaction among hospital employees.

LITERATURE REVIEW

Hospitals serve as health service institutions that provide inpatient, outpatient, and emergency care. As defined by the Minister of Health of the Republic of Indonesia in Regulation Number 72 of 2016 (which replaces earlier regulations from 2009 and 2010), hospitals are vital for achieving optimal public health. Their performance—encompassing clinical service delivery (the core function) and overall management effectiveness—is significantly influenced by the availability of competent human resources, as well as professional facilities, technology, and robust management systems (Utarini et al., 2023).

Performance reflects an individual's success in executing job duties. It represents the outcomes achieved compared to established standards, targets, goals, or pre-determined performance expectations that have been mutually agreed upon (Fauzi & Nugroho, 2020). Essentially, it measures an individual's work results over a specific period against these benchmarks.

Organizational commitment is a critical factor for established organizations. Assessing employee loyalty and their intention to remain within the organization provides insights into their levels of commitment. It can be defined as an employee's attitude of loyalty, manifested through continued membership, active contributions toward organizational goals, and a lack of desire to leave (Yusuf & Syarif, 2018).

Job satisfaction refers to the positive emotional state or feelings individuals experience regarding their job or work experience. It arises from employees' perceptions of how well their jobs provide valued or interesting elements. A job that offers such elements enhances job satisfaction; conversely, the absence of these elements leads to dissatisfaction (Maria, 2021).

METHODS

This quantitative research utilizes an analytical survey with a cross-sectional design conducted at Stella Maris Bintang Laut Teluk Dalam General Hospital in South Nias Regency, North Sumatra. The study population consisted of all 100 hospital employees, using a census approach that included every employee in the sample. Data collection included both

primary and secondary sources. Primary data related to performance, organizational commitment, and job satisfaction were collected through structured questionnaires. Secondary data—including performance achievement records, employee information, and existing job satisfaction metrics—were obtained from hospital records. The questionnaire functioned as the research instrument and included sections for demographic information and questions related to the research variables. Data analysis was conducted in three stages. Initially, univariate analysis focusing on frequency distribution was performed. Subsequently, bivariate analysis was conducted using Spearman's rank correlation test. Finally, multivariate analysis was conducted using multiple linear regression. Before applying multiple linear regression, several assumptions were verified.

RESULTS

Table 1. Distribution of Performance Influence on Employee Job Satisfaction

Performance	Sig.	Correlation Coefficient
Quality of internal services	0,000	0,374
Quantity of Workload	0,000	0,361
Timeliness	0,000	0,405
Cost Effectiveness	0,000	0,531
Need for Supervision	0,000	0,736
Interpersonal Impact	0,000	0,435

Statistical analysis revealed a positive correlation between various performance dimensions and employee job satisfaction. Specifically, internal service quality, workload quantity, and timeliness demonstrated a moderately strong positive influence. Cost effectiveness and the need for supervision (inverse correlation) showed a strong positive influence. Finally, interpersonal impact also exhibited a moderately strong positive relationship with employee job satisfaction.

Table 2. Distribution of the Influence of Organizational Commitment on Employee Job Satisfaction

Organizational Commitment	Sig.	Correlation Coefficient
Affective Commitment	0,000	0,369
Normative Commitment	0,000	0,378
Continuance Commitment	0,000	0,437

Statistical test analysis concluded that there was an influence of organizational commitment based on affective commitment that was in the same direction and quite strong on employee job satisfaction at RSU Stella Maris Teluk Dalam in 2024. There was an influence of organizational commitment based on normative commitment that was in the same direction and quite strong on employee job satisfaction at RSU Stella Maris Teluk Dalam in 2024. There was an influence of organizational commitment based on continuous commitment that was in the same direction and quite strong on employee job satisfaction at RSU Stella Maris Teluk Dalam in 2024.

Multivariate Analysis Normality Test

The Normality Test aims to test whether in the regression model, the confounding variables or residuals have a normal distribution. The one sample Kolmogorov Smirnov Test shows that the significance value of all variables = 0.062, so it is concluded that all variables are normally distributed.

Multicollinearity Test

The results of the statistical analysis show that the tolerance value of all independent variables has a value greater than 0.10 while the VIF value of all variables has a value less than 10. So it can be concluded that there are no symptoms of multicollinearity between independent variables in the regression model.

Heteroscedasticity Test

The results of the Glejser test show that the significance value of all independent variables is greater than 0.05 so it can be concluded that there are no symptoms of heteroscedasticity.

Multiple Linear Regression Testing Table 3. Multiple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	21.059	4.128	
Internal Service Quality	0.222	0.198	0.126
Workload Quantity	0.293	0.164	0.188
Time	-0.488	0.163	-0.308
Cost Emphasis	0.045	0.203	0.024
Supervision	0.351	0.159	0.210
Employee Relations			0.210
Affective Commitment	0.013	0.179	0.008
Normative Commitment	-0.043	0.121	-0.040
Continuance Commitment	-	0.113	-0.046
	0.041	0.127	0.533
	0.622		

Based on these results, the multiple linear regression equation has the formulation: $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_nX_n$, sehingga diperoleh persamaan : $Y = 21,059 + 0,222X_1 + 0,293X_2 + (-0,488X_3) + 0,045X_4 + 0,351X_5 + 0,013X_6 + (-0,043X_7) + (-0,041X_8) + 0,622X_9$.

The regression coefficient value of the internal service quality variable, workload quantity, cost emphasis, supervision, employee relations and ongoing commitment increases, then it is predicted that employee job satisfaction will also increase. However, on the contrary, for the

time variable, affective commitment and normative commitment increase, then it is predicted that there will be a decrease in employee job satisfaction. This can be seen from the negative Beta value.

T-Test Table 4 Partial Test (t)

Variable	<i>t</i>	<i>Sig.</i>
Internal Service Quality	8,812	0,032
Workload Quantity	10,159	0,021
Time	12,175	0,827
Cost Emphasis	8,512	0,030
Supervision	8,959	0,001
Employee Relations	10,796	0,236
Affective Commitment	17,174	0,006
Normative Commitment	19,957	0,000
Continuance Commitment	14,806	0,000

Based on the t-test (partial), it shows that time and relationships between employees do not affect employee job satisfaction. This is because $t_{count} < t_{table}$ or $t_{count} > t_{table}$ or $Sig. value > 0.05$.

F-Test Table 5 Simultan Test (f)

<i>Model</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
<i>Regression</i>	302.332	9	33.592	7.250	0.000 ^b
<i>Residual</i>	417.028	90	4.634		

<i>Total</i>	719.360	99			
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While based on the F test (simultaneous), it can be seen that F count (7.250) > F table (2.78), and the significance value is 0.000 < 0.05. So it can be concluded that the hypothesis is accepted, variables X₁, X₂, X₃, X₄, X₅, X₆, X₇, X₈ and variable X₉ have a joint (simultaneous) effect on employee job satisfaction variables.

Determination Analysis

Based on the table above, it can be seen that the adjusted R square value is 0.362 or 36.2%. This shows that variables X₁, X₂, X₃, X₄, X₅, X₆, X₇, X₈ and variable X₉ can explain employee job satisfaction variables by 36.2%, the remaining 63.8% (100% - 36.2%) is explained by other variables outside this research model.

DISCUSSION

The Influence of Performance Based on Internal Service Quality on Employee Job Satisfaction

The results of the study showed that most respondents had performance based on internal service quality in the good category, where out of 100 people, there were 92 people who were in the good category. This proves that almost all respondents who carry out tasks in accordance with applicable procedures. They try to complete tasks with a full sense of responsibility, they are also willing to take risks and think hard to get the best results. Not a few respondents who bring out the best abilities in completing each job they are given and they are given tasks or jobs according to their skills. Statistical tests obtained a significant value (0.000) and a Correlation Coefficient value of 0.374, so it can be concluded that there is an influence of performance based on internal service quality that is in the same direction and quite strong on employee job satisfaction.

The results of this study are in accordance with research conducted by Abdullah et al., (2021), which states that internal service quality is an important source of employee satisfaction and commitment in the service industry such as the health care sector. Employee commitment is considered an important aspect because it has a direct relationship with employees and organizational performance. The higher the level of employee commitment to the employer, the higher the level of productivity. Employee performance and commitment have a

directional relationship and high employee commitment has a positive impact on their work performance.

The Influence of Performance Based on Workload Quantity on Employee Job Satisfaction

The results of the study indicate that employee performance based on the quantity of workload is good. Statistical test analysis obtained a significant value (0.000) and a Correlation Coefficient value of 0.361, so it can be concluded that there is an influence of performance based on the quantity of workload that is in the same direction and quite strong on employee job satisfaction.

The results of this study are in line with research (Widiantoro & Gaol, 2024), where the quantity of workload has a significant effect on employee job satisfaction, so that in doing a job, you must pay attention to workers and system performance to improve working conditions, improve the design of the work environment, or produce more effective work procedures. Work environment, responsibilities, and rest time are external factors on the workload that will affect the performance of the employee. A work environment that has good communication will reduce the workload of employees.

The Influence of Time-Based Performance (Timeliness) on Employee Job Satisfaction

After conducting the research, it was proven that in terms of punctuality, employee performance was good. This is what also resulted in high employee job satisfaction. From the questionnaire answered by the respondents, most of them were able to complete the work according to the specified time. They also do not like to postpone the work given. So they do their work on time and according to existing provisions. The way they make decisions is also timely because they try to be reliable in completing work procedures. In principle, punctuality is an important factor that can be an indicator in improving their performance at work. The statistical test analysis concluded that there was a unidirectional and quite strong influence of time-based performance (timeliness) on employee job satisfaction at RSU Stella Maris Teluk Dalam in 2024.

According to research (Masuku et al., 2024), punctuality has a very important role in influencing employee satisfaction because punctuality is in accordance with being on time at work, completing work according to the time that has been determined or set. Therefore, the better the punctuality, the higher the employee satisfaction at work.

The Effect of Cost-Based Performance (Cost Effectiveness) on Employee Job Satisfaction

According to (Nurfitriani, 2022), cost effectiveness is the cost incurred for each company activity that has been budgeted before the activity is carried out. The amount of use of organizational resources to achieve maximum results or reduce losses from each unit of resource use. Statistical test analysis using the Spearman Rank test concluded that there was a unidirectional and strong influence of cost-based performance (cost effectiveness) on employee job satisfaction at RSU Stella Maris Teluk Dalam in 2024.

The results of this study are in accordance with the research conducted by I Gusti Made Dharma Hartawan in 2022 which examined the Influence of Employee Performance on Job Satisfaction Through Job Placement at KPN Werdhayasa. The results of the study prove that employee performance has a positive and significant effect on job satisfaction where the results are 0.445 with a t-count value of $3.129 > 1.96$ with sig. $0.002 < 0.050$ (Hartawan & Darma, 2022).

The Influence of Performance Based on Supervision (Need for Supervision) on Employee Job Satisfaction

After conducting the research, the results obtained showed that employee performance based on majority supervision was in the good category. According to (Nurfitriani, 2022), almost all types of work require supervision where the form of supervision depends on the leadership style of the superior. The results of the statistical test also prove that there is a unidirectional and strong influence of performance based on supervision (need for supervision) on employee job satisfaction.

According to research (Girsang et al., 2023), there is an influence of the superior's leadership style on employee performance. Where according to Girsang et al. that providing the right job according to the employee's absorption and ability will be a lever for the employee to try to improve their performance as best they can.

The results of the study are in accordance with research (Yaningsih & Triwahyuni, 2022) which states that supervision has a positive and significant effect on job satisfaction. The better the supervision, the higher the level of job satisfaction. The magnitude of the influence of supervision on employee job satisfaction cannot be separated from the company that carries out routine supervision, provides evaluations after supervising employees, and takes

corrective action if there are deviations while working, then this will increase employee job satisfaction.

The Influence of Performance Based on Inter-Employee Relations (Interpersonal Impact) on Employee Job Satisfaction

After conducting research, the results showed that employees had good communication with their co-workers. Employees are also accustomed to always discussing with co-workers the results to be achieved. So is the ability to cooperate with all employees in this hospital. Cooperation is also established between co-workers in making decisions. Employees also help each other in completing work. According to research conducted by Nurfitriani, (2022), there is a relationship between performance assessment and cooperation or relationships between coworkers or with superiors.

Statistical test analysis using the Spearman Rank test obtained a value that there was an influence of performance based on relationships between employees (interpersonal impact) which was unidirectional and quite strong on employee job satisfaction at RSU Stella Maris Teluk Dalam in 2024.

The results of this study are in accordance with research (Muhamad Dwiqy Ristami et al., 2022), that there is a significant positive influence of coworkers on job satisfaction. Coworkers are one of the contextual factors that can influence employee creativity. Fellow employees must support each other in their work. Good coworkers can make an ordinary workplace a place to discuss to exchange opinions on various things. So satisfaction at work for an employee is also influenced by having coworkers who are on the same frequency and of course fun.

The Influence of Organizational Commitment Based on Affective Commitment on Employee Job Satisfaction

After conducting the research, the results showed that the affective commitment of employees working at RSU Stella Maris was mostly high. Statistical test analysis proved that there was an influence of organizational commitment based on affective commitment that was in the same direction and quite strong on employee job satisfaction at RSU Stella Maris Teluk Dalam in 2024. So the higher the organizational commitment in the employee, the higher the level of employee job satisfaction.

The results of the study are in line with research (Ariyani & Sugiyanto, 2020) which states that affective commitment has a positive and significant effect on performance. The higher

the affective commitment of employees, the higher the employee performance that will be produced. So the feeling of being full of emotion for the company and a sense of confidence in the values of the company is called affective commitment. Someone who has a high affective commitment will have a feeling of wanting to be part of the organization, actively involved in achieving company goals, have an emotional attachment to the company, and feel proud of the organization.

The Influence of Organizational Commitment Based on Normative Commitment on Employee Job Satisfaction

After conducting the research, a significant value $(0.000) < \alpha (0.05)$ was obtained. It is also known that the Correlation Coefficient value is 0.378, so it can be concluded that there is an influence of organizational commitment based on normative commitment that is in the same direction and quite strong on employee job satisfaction at RSU Stella Maris Teluk Dalam in 2024.

The results of this study are in accordance with research (Ariyani & Sugiyanto, 2020), which states that normative commitment has a positive and significant effect on performance. The conclusion is that high performance is influenced by high normative commitment. Normative commitment itself is a necessity to insist on a moral and ethical reason in a company. Normative Commitment in this study consists of indicators of feelings of guilt about leaving the company, thinking about other people's opinions if leaving the company, staying is an obligation, having a sense of responsibility towards the company. Employees with high normative commitment will have an obligation to provide reciprocity for what they have received from the organization, and will continue to strive to be able to become members of the organization because they feel they benefit from being in the organization, such an attitude will have an impact on improving employee performance.

The Influence of Organizational Commitment Based on Continuous Commitment on Employee Job Satisfaction

After conducting the research, the results obtained were that the Significant value $(0.000) < \alpha (0.05)$. It is also known that the Correlation Coefficient value is 0.437, so it can be concluded that there is an influence of organizational commitment based on a unidirectional and fairly strong ongoing commitment on employee job satisfaction at RSU Stella Maris Teluk Dalam in 2024.

The results of this study are in accordance with research (Ariyani & Sugiyanto, 2020), which states that ongoing commitment has a positive and significant effect on performance. The higher the ongoing commitment, the higher the performance. An employee who has a good ongoing commitment will strive to maintain his performance in the company, not because of emotion, but because he has a high awareness that there will be difficulties for the company if he leaves the company where he works. The reasons that individuals have to survive, especially economic factors, make the individual try to provide better performance. So a person's performance will be better if accompanied by a high ongoing commitment.

The Most Dominant Factors Affecting Employee Job Satisfaction

After the data collection, data processing and data analysis process, it is known that through multivariate analysis using multiple linear regression tests. Through multiple linear regression tests, the equation obtained is $Y = 21,059 + 0,222X_1 + 0,293X_2 + (-0,488X_3) + 0,045X_4 + 0,351X_5 + 0,013X_6 + (-0,043X_7) + (-0,041X_8) + 0,622X_9$. After testing multiple linear regression, it can be seen that the most influential variable is organizational commitment based on ongoing commitment with a p-value = 0.000 and a beta coefficient of 0.622. So it can be concluded that the most dominant variable influencing employee job satisfaction is organizational commitment based on ongoing commitment

CONCLUSION

There is an influence of performance based on internal service quality, quantity of free work, time (timeliness), cost (cost effectiveness), supervision (need for supervision), interpersonal impact on employee job satisfaction at RSU Stella Maris Teluk Dalam in 2024 with p-value = 0.000. There is an influence of organizational commitment based on affective commitment, normative commitment and ongoing commitment on employee job satisfaction at RSU Stella Maris Teluk Dalam in 2024 with p-value = 0.000. So the better the performance and the higher the employee's organizational commitment, the higher the level of employee satisfaction working at the hospital. However, conversely, the worse the performance and the lower the employee's organizational commitment, the lower the level of employee job satisfaction working at the hospital. The most dominant variable influencing employee job satisfaction at RSU Stella Maris Teluk Dalam in 2024 is organizational commitment based on ongoing commitment with p-value = 0.000 and a beta coefficient of 0.622.

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