



THE INFLUENCE OF ORGANIZATIONAL COMMUNICATION AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS A MEDIATION VARIABLE (STUDY ON EMPLOYEES OF KINIK NETWORK PT. BHAKSENA)

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Abstract:

This research aims to determine the influence of organizational communication and organizational commitment on job satisfaction and organizational performance, either directly or through the role of mediating variables therein. The nature of this research is explanatory research, which aims to explain the causal relationship between the variables observed in this research. In this research, the author took the total population, namely 65 employees. Data was collected using a questionnaire and analyzed using the PLS program. Organizational communication has a positive and significant effect on employee performance. Organizational commitment has a positive and significant effect on employee performance. Organizational communication has a positive and significant influence on job satisfaction. Organizational commitment has a positive and significant effect on job satisfaction. Job satisfaction has a positive and significant effect on employee performance. Job satisfaction is a partial mediating variable in the relationship between organizational communication and employee performance. In a case study at PT. Bhaksena organizational communication directly has an influence on employee performance through job satisfaction as a mediating variable. Job satisfaction is a partial mediating variable in the relationship between organizational commitment and employee performance. In a case study at PT. Bhaksena organizational commitment directly has an influence on employee performance through job satisfaction as a mediating variable.

Keywords: Organizational Communication, Organizational Commitment, Job Satisfaction and Employee Performance

INTRODUCTION

The success and continuity of an organization's activities is greatly influenced by the workforce it has. Labor is one of the factors that plays an important role in every company, where in carrying out its activities all parts of the company always need labor. The competitiveness of a company will be largely determined by the competence of its human resources (Latif et al., 2021). The definition of performance is a description of the level of achievement of an activity program or policy in realizing the goals, objectives, vision and mission of an organization as outlined through an organization's strategic planning. Employee performance is closely related to the results of employee activities over several time periods (Wandi et al., 2019).

A clinic is a health facility that provides medical services, in the form of basic medical and/or specialist medical services. Organized by more than one type of health worker and also led by a medical worker based on RI Minister of Health Regulation No. 9, 2014. The PT Bhaksena Network Clinic is a combination of three clinics under the auspices of PT Bhaksena (Bhakti Rahayu). The three clinics are Anugrah Clinic, Bhaksena IDT Clinic and Bhaksena Tragia Clinic. As a company that



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focuses on providing health services to the community, Bhaksena Clinic always tries to provide the best by always optimizing the performance of its employees. Bhaksena Clinic always routinely provides assessments of the performance of its employees. It is known that the average performance of Bhaksena Clinic employees is measured from five indicator points. In terms of service competency, the average employee gets a very good rating. The understanding and implementation of clinic SOP and understanding of product knowledge, Bhaksena Clinic employees received an assessment in the good category. There are problems related to employee performance that lie in the assessment of the discipline aspect (Laksmi et al., 2023). From a disciplinary aspect, reductions in employee grades are often caused by the habit of taking personal leave, going home early or arriving late. In the aspect of ethics and service behavior, employee performance evaluation is also in the adequate category (Saputra et al., 2019). This is because value reduction often occurs due to the use of uniforms that do not comply with the provisions and also several complaints from patients who come. The frequency of patients complaining about the long process of waiting for them to be examined and to receive medication also shows that employee performance is still not optimal (Saputra et al., 2022).

One of the factors that influences performance is organizational communication. According to Sinambela (2020), organizational communication is a process of forming, delivering, receiving and processing messages that occur within an organization with a specific purpose. Based on the results of interviews conducted, problems related to communication that occurred at the Bhaksena Clinic were closely related to the lack of interaction that had occurred so far. It is known that organizational communication activities have been planned regularly by management, namely once every month and at the end of the year to determine future targets. However, as a clinic that works according to one shift, routine communication between employees in the organization is very rare. Updates on daily activities can only be known through shift notes which must be written when employees are working hours (Saputra, 2020). The lack of meeting time between employees makes the relationship between co-workers less close. On the other hand, employees who are less active in asking questions will miss out on a lot of information which in the end can affect their performance (Martadiani et al., 2022).

Another factor that influences performance is organizational commitment. According to Luthans, (2020) that organizational commitment is defined as an attitude, namely a strong desire to remain as a member of a particular organization, a desire to try hard in accordance with what the organization wants and certain beliefs and a willingness to accept the values and goals that have been established. determined by the organization. Employee commitment can be seen from how long employees are able to stay in the organization and strive to achieve the organization's vision and mission (Saputra & Anggiriawan, 2021). Employee commitment to the company can be seen from how long an employee is able to stay in a company. According to Gillies, (2019) the employee turnover rate is said to be normal if it is around five to ten percent per year, it is said to be low if it is below 5 percent and it is said to be high if it is above 10 percent. Based on Table 1.3, it can be seen that employee turnover over the last three years has been high because it has always been above 10 percent. This also shows the lack of commitment that employees have to survive and fight with the Bhaksena Clinic. Many employees leave the clinic when they receive a call from a larger hospital or are accepted as government employees. Of course, employees' low loyalty to the organization means their performance is not optimal because they are always waiting for opportunities elsewhere (Laksmi et al., 2023).

Another factor that influences employee performance is satisfaction. According to Robbins & Judge, (2019) job satisfaction is a general attitude towards a person's work that shows the difference





between the amount of appreciation workers receive and the amount they believe they should receive. Employees who are dissatisfied will certainly choose to leave their jobs and seek luck elsewhere. From the results of the interview, it is known that compared to other private hospitals, Bhaksena Clinic implements a contract policy for almost all employees who work in the operational department. This means that employees have less opportunity to get a better career if they stay at the clinic. Apart from that, pressure from superiors when there are many complaints from patients makes employees often confused because the reason for patient complaints is long waiting times while the need for additional medical personnel has not been met by management. This is one of the reasons for employee dissatisfaction (Laksmi et al., 2023).

Based on the problems that have been described and several previous research results which show that there are inconsistencies in research results. So this research deserves to be researched again, with the title "The Influence of Organizational Communication and Organizational Commitment on Employee Performance with Job Satisfaction as a Mediating Variable at the Bhaksena Clinic in Denpasar City".

- H1: communication has a positive and significant effect on employee performance
- H2: organizational commitment has a positive and significant effect on employee performance
- H3: communication has a positive and significant effect on job satisfaction.
- H4: organizational commitment has a positive and significant effect on job satisfaction
- H5: Job satisfaction has a positive and significant effect on employee performance
- H6: Job satisfaction mediates the effect of communication on employee performance
- H7: Job satisfaction mediates the effect of organizational commitment on employee performance

METHODS

This research was conducted by testing hypotheses regarding the influence of communication and organizational commitment on employee performance with job satisfaction as a mediating variable. This research is quantitative, because it uses numerical data or numbers as research data that is analyzed to reach conclusions. The nature of this research is explanatory research, which aims to explain the causal relationship between the variables observed in this research. In this study, the research population was employees of PT Network Clinic. Bhaksena, which is under the auspices of Bhakti Rahayu, has 65 employees. The sampling method in this research uses a saturated sample because the entire population is used as the research sample. The instrument used in this research is a questionnaire, namely data collection with a series of written questions to respondents regarding the variables to be studied. In analyzing the influence between exogenous and endogenous variables in this research, Partial Least Square (PLS) was used.

RESULT AND DISCUSSION

Convergent Validity

The results of this research obtained an outer loading value above 0.60. Based on table 1, all indicators that reflect each construct have an outer loading value of > 0.60 and are significant at the 0.05 level, so all indicators are valid.

Table 1. Outer Loading

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1.1 <- Organizational Communication	0.974	0.974	0.008	119.928	0.000





X1.2 <- Organizational Communication	0.938	0.937	0.019	48.852	0.000
X1.3 <- Organizational Communication	0.939	0.938	0.020	47.568	0.000
X1.4 <- Organizational Communication	0.904	0.900	0.029	30.723	0.000
X1.5 <- Organizational Communication	0.918	0.915	0.027	33.795	0.000
X2.1 <- Organizational Commitment	0.906	0.907	0.017	52.311	0.000
X2.2 <- Organizational Commitment	0.861	0.860	0.043	20.239	0.000
X2.3 <- Organizational Commitment	0.866	0.865	0.031	28.084	0.000
Y1.1 <- Job satisfaction	0.907	0.906	0.022	40.795	0.000
Y1.2 <- Job satisfaction	0.876	0.870	0.039	22.336	0.000
Y1.3 <- Job satisfaction	0.823	0.815	0.056	14.575	0.000
Y1.4 <- Job satisfaction	0.871	0.869	0.033	26.752	0.000
Y1.5 <- Job satisfaction	0.842	0.839	0.040	21.192	0.000
Y2.1 <- Employee performance	0.876	0.870	0.041	21.181	0.000
Y2.2 <- Employee performance	0.829	0.825	0.050	16.715	0.000
Y2.3 <- Employee performance	0.938	0.936	0.018	51.898	0.000
Y2.4 <- Employee performance	0.900	0.898	0.027	32.887	0.000
Y2.5 <- Employee performance	0.833	0.830	0.052	15.971	0.000

Source: Data processed in 2024

Discriminant Validity

Table 2 shows that the AVE value for all constructs is > 0.50 so it meets the valid requirements based on discriminant validity criteria. The Fornell-Larcker criteria have also shown that the square root of the AVE of each construct is greater than its highest correlation with other constructs.

Table 2. Discriminant Validity

	AVE	Organizational communication (X1)	Organizational commitment (X2)	Job satisfaction (Y1)	Employee performance (Y2)
Job satisfaction	0.747	0.864			
Employee performance	0.767	0.679	0.876		
Organizational Commitment	0.771	0.550	0.668	0.878	
Organizational Communication	0.874	0.575	0.714	0.507	0.935

Source: Data processed in 2024

Composite Reliability dan Cronbach Alpha

The R value of composite reliability and Cronbach Alpha for all constructs has shown a value greater than 0.70 so that it meets the requirements for reliability based on composite reliability criteria.

Table 3. Composite Reliability test and Cronbach Alpha

	Cronbach's Alpha	Composite Reliability
Job satisfaction	0.916	0.936
Employee performance	0.924	0.943



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Organizational Commitment	0.852	0.910
Organizational Communication	0.964	0.972

Source: Data processed in 2024

Structural Model Evaluation R-Square (R2), Q-Square Predictive Relevance (Q2), and Goodness of Fit (GoF)

Table 4. Evaluation of Inner Structural Models

	R Square	R Square Adjusted
Job satisfaction	0.421	0.402
Employee performance	0.681	0.666

Source: Data processed in 2024

Variations in organizational commitment, Organizational communication and job satisfaction are able to explain variations in employee performance by 68.1 percent, the remaining 31.9 percent is explained by variations in other variables. Meanwhile, job satisfaction has an R-square value of 0.421 or is included in the moderate model, meaning that variations in organizational communication and organizational commitment are able to explain job satisfaction, namely 42.1 percent, the remaining 57.9 percent is explained by variations in other constructs outside the model. The Q-square calculation result of 0.816 is more than 0 and close to 1, so the conclusion is that 81.6% of employee performance variables are influenced by organizational commitment, organizational communication and job satisfaction. Meanwhile, 18.4% was influenced by other factors not included in the research model or outside the research model. Calculations with GoF show a value of $\sqrt{AR2 * A.Com} = \sqrt{0.551 * 0.940} = \sqrt{0.518} = 0.719$ This means that the global model is predictive in the strong model criteria (large).

Path Analysis and Hypothesis Testing

Table 5. Direct Effect

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Job Satisfaction - Employee Performance	0.279	3.054	0.002
Organizational Commitment - Job Satisfaction	0.348	3.408	0.001
Organizational Commitment - Employee Performance	0.314	2.232	0.026
Organizational Communication - Job Satisfaction	0.399	3.900	0.000
Organizational Communication - Employee Performance	0.394	2.651	0.008

Source: Data processed in 2024

Table 6. Indirect Effect

	Original Sample (O)	T Statistics (O/STDEV)	P Values
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Organizational Commitment - Job Satisfaction - Employee Performance	0.097	1.993	0.047
Organizational Communication - Job Satisfaction - Employee Performance	0.111	2.601	0.010

Source: Data Processed 2021

1. hypothesis of organizational communication on employee performance produces a correlation coefficient value of 0.394, so organizational communication has a positive effect on employee performance. The t-statistic value obtained is 2.651 and the significance value based on the P-Value value is 0.008 <0.05, so it can be concluded that organizational communication has a positive and significant effect on employee performance. So hypothesis 1 (H1) is accepted. This means that the more existing organizational communication increases, the more employee performance will improve
2. hypothesis of organizational commitment on employee performance produces a correlation coefficient of 0.314, so organizational commitment has a positive effect on employee performance. The t-statistic value obtained is 2.232 and the significance value based on the P-Value value is 0.026 <0.05, so it can be concluded that organizational commitment has a positive and significant effect on employee performance. So hypothesis 2 (H2) is accepted. This means that the more organizational commitment an employee has, the more employee performance will improve
3. hypothesis of organizational communication on job satisfaction produces a correlation coefficient value of 0.399, so organizational communication has a positive effect on job satisfaction. The t-statistic value obtained is 3.900 and the significance value based on the P-Value value is 0.000 <0.05, so it can be concluded that organizational communication has a positive and significant effect on job satisfaction. So hypothesis 3 (H3) is accepted. This means that the more organizational communication an employee has, the more job satisfaction the employee has
4. the hypothesis of organizational commitment on job satisfaction produces a correlation coefficient of 0.348, so organizational commitment has a positive effect on job satisfaction. The t-statistic value obtained is 3.408 and the significance value based on the P-Value value is 0.001 <0.05, so it can be concluded that organizational commitment has a positive and significant effect on job satisfaction. So hypothesis 4 (H4) is accepted. This means that the more organizational commitment an employee has, the more job satisfaction the employee has
5. hypothesis of job satisfaction on employee performance produces a correlation coefficient of 0.279, so job satisfaction has a positive effect on employee performance. The t-statistic value obtained is 3.024 and the significance value based on the P-Value value is 0.002 <0.05, so it can be concluded that job satisfaction has a positive and significant effect on employee performance. So hypothesis 5 (H5) is accepted. This means that the greater the employee's job satisfaction, the more the employee's employee performance will increase
6. hypothesis of organizational communication on employee performance through job satisfaction produces a correlation coefficient of 0.111, so organizational communication has a positive effect on employee performance through job satisfaction. The t-statistic value obtained is 2.601 and the significance value based on the P-Value value is 0.010 <0.05, so it can be concluded that organizational communication has a positive and significant effect on employee performance through job satisfaction. So hypothesis 6 (H6) is accepted. This shows that organizational communication can encourage increased employee performance with the help of job satisfaction.



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7. hypothesis of organizational commitment on employee performance through job satisfaction produces a correlation coefficient of 0.097, so organizational commitment has a positive effect on employee performance through job satisfaction. The t-statistic value obtained was 1.993 and the significance value based on the P-Value value was $0.047 < 0.05$, so it can be concluded that organizational commitment has a positive and significant effect on employee performance through job satisfaction. So hypothesis 7 (H7) is accepted. This shows that organizational commitment can encourage increased employee performance with the help of job satisfaction

The influence of organizational communication on employee performance at PT. Bhaksena

The results of data analysis show that organizational communication has a positive and significant influence on employee performance. The results of this research show that organizational communication is directly proportional to the employee performance at PT. Bhaksena. The main focus of the respondents in this research is primarily on employees' ability to easily understand what other parties are saying, making it easier for employees to execute the work they are responsible for. On the other hand, employees feel that they can easily get information from other parties. This is related to the company's SOP which requires employees to record all activities that occur at the clinic which ultimately becomes a source of information for other employees. Even though face-to-face communication is less effective, existing records regarding clinic activities enable other employees to work optimally. In relation to goal setting theory, employees always try to achieve predetermined work targets, where when they experience difficulties, communication will of course be held to find solutions and solutions so that their performance remains optimal. The results of this research are generally able to answer previously existing hypotheses, including research conducted by Safari et al., (2019), showing that communication has a positive and significant influence on employee performance. Other research by Dewi, (2021), shows that communication has a positive and significant influence on employee performance. Research conducted by Wandu et al., (2019) shows that communication has a positive and significant influence on employee performance. This is reinforced by research conducted by Suharto et al., (2020) showing that communication has a positive and significant influence on employee performance. Other research by (Aprianty, 2021) also found that communication has a positive and significant influence on employee performance.

The influence of organizational commitment on employee performance at PT. Bhaksena

The results of data analysis show that organizational commitment has a positive and significant influence on employee performance. The results of this research show that organizational commitment is directly proportional to the employee performance at PT. Bhaksena. As is commonly seen in the field, organizational commitment can be seen from the loyalty of employees to stay in the field. Even though almost all medical personnel have more than one place of work, based on the answers they give, they still feel proud to be part of the Bhaksena clinic. Apart from that, the commitment of employees can also be seen where more than 60 percent of employees have worked for more than three years. Strong commitment makes employees always try to show their best performance to prove that they are committed to achieving the organization's vision and mission. In relation to goal setting theory, employees always try to achieve the organization's vision and mission. This is the ultimate goal that employees want as a form of commitment to the company. In order to achieve this vision and mission, employees will use all their abilities through satisfactory work results. This can also be seen from employees' concern for the sustainability of the organization. Even though it may seem easy to find a new job if the

organization becomes unhealthy, employees always try to give their best for the survival of the organization. The results of this research are in line with research conducted by Rizal et al., (2023), showing that organizational commitment has a positive and significant influence on employee performance.

The influence of organizational communication on employee satisfaction at PT. Bhaksena

The results of data analysis show that organizational communication has a positive and significant influence on employee job satisfaction. In this research, it is known that communication is still not effective due to the lack of intensity of existing communication. This kind of thing can be covered by employees with guard report notes that are made so they are easy to understand. Communication through the media of guard notes makes employees satisfied because they still receive the updated information they need even though they do not meet and meet face to face with other employees. Apart from that, good communication activities where employees are able to receive existing information with a cool head make the work atmosphere good and ultimately create job satisfaction. If it is related to goal setting theory, one of the final goals that employees want to achieve is satisfaction at work. Employees who are satisfied with what they get and what they do will certainly feel comfortable so they can stay in the company longer. Communication that runs well and without distance will help employees complete their work so that they feel like they are an inseparable part of other employees. This is what is ultimately able to increase satisfaction with the work they are currently doing. This is in line with research conducted by Dwiyanti & Bagia, (2020), showing that communication has a positive and significant influence on job satisfaction.

The influence of organizational commitment on employee job satisfaction at PT. Bhaksena

The results of data analysis show that organizational commitment has a positive and significant influence on employee job satisfaction. In this research, it is known that organizational commitment has a positive and significant influence on job satisfaction. This is shown by more than 60 percent of employees who have stayed at work for more than three years. Employees who are able to stay longer are able to show that they are satisfied with their work and have a commitment to achieving the company's vision and mission in order to maintain their satisfaction with their workplace. Employees who are satisfied with their work can also be shown by feeling proud of their current job and workplace. On the other hand, satisfied employees will always try to ensure that the organization continues to run well so that they can remain there. If related to goal setting theory, one of the final goals that employees want to achieve is satisfaction at work. Satisfied employees will certainly have a strong commitment to do their best so that the job satisfaction they have had so far can be maintained. These results are in line with research conducted by Setiawan, (2020), showing that organizational commitment has a positive and significant influence on job satisfaction. Research conducted by Zulfikar, (2021), shows that organizational commitment has a positive and significant influence on job satisfaction.

The influence of employee job satisfaction on employee performance at PT. Bhaksena

The results of data analysis show that employee job satisfaction at PT. Bhaksena has a positive and significant influence on employee performance. In this research, it is known that job satisfaction has a positive and significant effect on employee performance. Satisfied employees will certainly be able to focus on work and produce good performance. In this research, it is known that employees' feelings of comfort with the work they do make them able to do the job well so that



their work results can improve over time. Apart from that, job satisfaction also comes from promotional opportunities that employees may get, making them compete to produce good performance to achieve their goals. Not only that, having a boss who is a role model often creates a sense of satisfaction for employees. A good boss will be able to make employees even better at work by the example they give. If it is related to goal setting theory, one of the final goals that the company wants to achieve is employees who are able to work optimally or have good performance. So that employees can focus on work, employees are of course stimulated by various things such as good bosses, fair promotions and comfort at work. This is intended to help employees produce the best performance. These results are in line with research conducted by Dinata & Kusuma, (2022), showing that job satisfaction has a positive and significant influence on employee performance.

The influence of organizational communication on employee performance through the mediation of job satisfaction

Analysis of the role of mediation through the examination method in this research on the construct of job satisfaction on the relationship between organizational communication and employee performance found that in the case study at PT. Bhaksena's job satisfaction is a partial mediating variable because the results of data processing show that the value of the mediating variable (job satisfaction) has the same significant influence as other variables so that it can be said that in this case job satisfaction is a partial mediating variable. Apart from that, the VAF test results obtained a value of 21.9%, which means that job satisfaction is a partial mediating variable because it is between 20%-80%. From the research results, it is known that employees can establish good communication. This will have an impact on harmonious relationships and smooth access to information. This kind of situation certainly encourages employees to feel comfortable and satisfied with the existing situation. Smooth access to information due to good communication activities not only makes employees satisfied with this habit but can make their performance even better. Employees will not miss out on the information they need when working and employees will not be disturbed because they are satisfied with their current job. If it is related to goal setting theory, one of the final goals that the company wants to achieve is employees who are able to work optimally or have good performance. Where good communication will enable employees to receive the information they need to carry out their work and on the other hand, employees will also be satisfied with their current work situation. These results are in line with research conducted by Dinata & Kusuma, (2022), showing that communication has a positive and significant influence on employee performance, mediated by job satisfaction.

The influence of organizational commitment on employee performance through job satisfaction as mediation

Analysis of the role of mediation through the examination method in this research on the construct of job satisfaction on the relationship between organizational commitment and employee performance found that in the case study at PT. Bhaksena's job satisfaction is a partial mediating variable because the results of data processing show that the value of the mediating variable (job satisfaction) has the same significant influence as other variables so that it can be said that in this case job satisfaction is a partial mediating variable. Apart from that, the VAF test results obtained a value of 23.5%, which means that job satisfaction is a partial mediating variable because it is between 20%-80%. Organizational commitment is a feeling of confidence in the organization and wanting to give everything to achieve organizational goals. Employees who have a high



commitment to the organization tend to be satisfied with what they get while working there and always try to work as hard as possible. If it is related to goal setting theory, one of the final goals that the company wants to achieve is employees who are able to work optimally or have good performance. Employees who have a strong commitment to their place of work tend to feel satisfaction in working there, this will enable the employee to focus on working well so that the feeling of satisfaction they have does not disappear. These results are in line with research conducted by Laras et al., (2021), showing that organizational commitment has a positive and significant influence on employee performance, mediated by job satisfaction.

CONCLUSION

1. Organizational communication has a positive and significant effect on employee performance.
2. Organizational commitment has a positive and significant effect on employee performance.
3. Organizational communication has a positive and significant influence on job satisfaction. This means that every increase in organizational communication between PT employees. Bhaksena will result in increased job satisfaction.
4. Organizational commitment has a positive and significant effect on job satisfaction.
5. Job satisfaction has a positive and significant effect on employee performance.
6. Job satisfaction is a partial mediating variable in the relationship between organizational communication and employee performance.
7. Job satisfaction is a partial mediating variable in the relationship between organizational commitment and employee performance.

Based on the research model developed in this research, it can strengthen theoretical concepts and provide empirical support for previous research. The literature that explains organizational communication and organizational commitment on job satisfaction has been strengthened by theoretical concepts and empirical support regarding causal relationships and variables that influence Job Satisfaction. Furthermore, job satisfaction will influence employee performance. Several important things related to implications in the field are: employee commitment which can be questioned because many employees are tied to other companies at the same time. This of course means that employee commitment can change at any time depending on the conditions in their respective workplaces. Apart from that, the lack of effective two-way communication that occurs, which can be seen from the infrequent meetings between each employee, is certainly likely to strain family relationships between each employee..

The limitations of this research are: The nature of this research is cross-sectoral, considering that this research was only carried out at one time and was not continuous. This research does not attempt to compare perceptions of the research object over a continuous period of time so that it can reveal more phenomena in the research. This research took a sample of employees of PT. Bhaksena. This research does not take a broader object so the results of this research are a generalization of the answers of the respondents used as samples.

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