

## EXPLORING THE RELATIONSHIP BETWEEN COMMUNICATION, WORK CULTURE, ORGANIZATIONAL COMMITMENT, AND MOTIVATION ON EMPLOYEE PERFORMANCE AT KRAMAT COMMUNITY HEALTH CENTER

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### ABSTRACT

**Submitted:** 11-07,2021 **Purpose of the study** — *To test and find out the causal relationship of several factors that influence employee performance*

**Accepted:** 12-19, 2022 **Research method**— *This research is a quantitative research with regression. The population in this study were employees of the Kramat Community Health Center, Tegal Regency, Central Java Province, with a total of 68 employees. Data was collected by questionnaire and document study, after which the data was tested for validity and reliability.*

**Published:** 01-21, 2023 **Result**— *The results of the study show that Communication, Work Culture, Organizational Commitment and Motivation affect Employee Performance simultaneously. The coefficient of multiple determination in this study uses the adjusted R square value because the independent variables in this study are more than 2 in estimating the effect of the two independent variables studied. From the data the adjusted R Square value is 0.598, this means that together the influence of the variables X1, X2, X3, X4 is 59.8% on the Y variable or in other words the influence of the independent variables (Communication, Work Culture, Organizational Commitment and Motivation) to the dependent variable (Performance) of 59.8% while the remaining 40.2% is caused by other variables that are not included in the research framework*

**Conclusion**— *Communication, Work Culture, Organizational Commitment, and Motivation have a significant effect on Employee Performance. The adjusted R-squared value of 0.598 indicates that these variables explain 59.8% of the variation in performance. Practical implications of the study include the importance of organizations focusing on improving communication, work culture, organizational commitment, and motivation to enhance employee performance. Social implications include the potential for improved productivity and job satisfaction in the workforce.*

**Keywords:** *Communication, Work Culture, Organizational Commitment, Motivation, Employee Performance.*



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## INTRODUCTION

Community Health Center (PUSKESMAS) Kramat Tegal Regency which is one whose existence is very necessary for the surrounding community. To improve health services to the community, of course, it must be supported by good service from its employees, because good and quality service provides implicit to the community, because the community directly assesses the performance of the services provided. The community indicator is the benchmark for satisfaction with the success of governance (Hayat, 2017). The performance of employees at the Puskesmas is very important to pay attention to, considering that the Puskesmas is a first-level health facility that plays an important role in the Healthy Indonesia Program (Riyanti and Prasetyo, 2019). Performance is an illustration of the level of reporting on the implementation of an activity/program/policy in realizing the goals, objectives, mission and vision of the organization contained in the strategic planning of an organization. ).

Based on observations, the data obtained for the performance outcomes of the Kramat Health Center in the last three years are as follows: 1). The 2018 performance results with the results of health service performance, including: UKM 87.42% (Enough) and UKP 100% (Good), Puskesmas management performance 9.8 (Good) and service quality 80% (Enough). 2). The 2019 performance results with the results of health service performance include: SMEs 87.42% (Enough) and UKP 100% (Good), health center management performance 9.8 (Good) and service quality 80% (Enough). 3). The results of the 2020 performance results with the results of the performance of health services, namely that SMEs on average were still below the target, this was due to the corona virus disease (covid-19) pandemic so that several activities could not be carried out/postponed. While the average value of the results of total management performance (general management, drug management, financial management, personnel management and quality management) UPTD Kramat Health Center is 9.9 including the good category (> 8.5). the conclusion of the management of the kramat puskesmas is good.

In order to achieve better service performance to the community, of course there are factors that can influence this performance. Communication is an important factor in carrying out an activity. With the existence of a communication, any activity can occur both between individuals, between groups, and between organizations, both formal organizations and non-formal organizations.

Communication according to Komala (2009: 73) is an interaction, a symbolic process that requires people to regulate their environment by building relationships between people, through the exchange of information, to strengthen the attitudes and behavior of others, and to try to change attitudes and behavior. Communication that occurs within an organization will later affect organizational activities, such as work efficiency, work effectiveness, employee and organizational performance (Wandi et al, 2019). to work so that this will interfere with the effectiveness of the work itself, lack of employees paying attention to orders or directions from the leadership before carrying out tasks ordered by the leadership. Misperceptions still occur in carrying out orders from superiors. Another thing that can improve employee performance is the problem of organizational culture. With a good organizational culture, it will certainly produce employee performance in accordance with what is expected. A strong organizational culture will provide stability to the organization. However, many components are the smallest in composing organizational culture. For some organizations, culture can be the main obstacle to change. "Organizational culture is a system of various meanings carried out by members that distinguishes another organization" (Robbins and Judge, 2017 :355). Based on the

author's observations in the field, there are still employees who delay work, this has an impact on work targets that are not as expected. There are still employees who do not come to the office on time and leave the office before going home. Another factor that affects employee performance is organizational commitment. Organizational commitment becomes an important thing in this day and age. When it is very difficult for a company/institution to find employees who have very good qualifications to do their jobs, organizational commitment is one way to determine employees who have good qualifications, loyalty and performance. In other words, organizational commitment is used as an important thing in determining employees at the level of performance within a company/institution. Based on the author's observations in the field, it shows that at the Kramat Health Center, Tegal Regency, there is no motivation from employees, this can be seen from the slow process of health services to the community. Then another problem is in organizational commitment where employees are less loyal to organizations/agencies, this can be seen from the presence of employees who do not comply with the rules imposed by organizations/agencies.

## METHOD

This research uses a type of quantitative research, because this research is presented with numbers and calculations using statistical methods. According to Sugiyono (2016: 28), quantitative data is data in the form of numbers or qualitative data that is scored (scoring). Research using descriptive and verification methods. According to Sugiyono (2015: 59) the definition of a descriptive approach is: "Research conducted to determine the existence of independent variable values, either one variable or more (independent) without making comparisons or connecting with other variables." The population in this study were employees at the UPTD Puskesmas Kramat, Tegal Regency, with a total of 68 employees. The sample was taken because researchers have limitations in conducting research both in terms of time, energy, funds and a very large population. Because the total population is less than 100 respondents, all populations are considered samples, which are 68 respondents. The data collection technique uses a questionnaire, a measurement scale used by researchers to measure the research instrument, namely the Likert scale.

## RESULTS AND DISCUSSION

A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. This test is carried out by comparing the  $r_{\text{count}}$  value using the Corrected Item-Total Correlation value with  $r_{\text{table}}$  for degree of freedom ( $df$ ) =  $n - 2$  (Ghozali, 2016: 53). In this study with a total sample of 68 people, it produces an  $r_{\text{table}}$  of 0.235.

**Table 1. Research Variable Reliability Results**

Variable	Crobach's alpha	Reliable value	Note
Communicaton	0.822		
Work Attitude	0.822		
Organization Commitment	0.721	0.6	High
Motivation	0.704		Realibility
Performance	0.82		

Based on table 1 it is known that all the variables in this study are reliable or reliable, this can be seen from the value of the alpha coefficient (Cronbach Alpha) which has a value of more than 0.60. The value of the alpha coefficient (Cronbach Alpha) of the variables Communication, Work Culture, Organizational Commitment, Employee Motivation and Performance is close to number 1 which means that it has high accuracy or reliability to be used as a variable in a study. The multicollinearity test used in this study looked at the tolerance value and variance inflation factor (VIF). The regression model is declared free of multicollinearity if the tolerance value is  $\geq 0.10$  or equal to the VIF value  $\leq 10$ .

**Table 2. Multicollinearity Test Results**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	12.031	4.151		2.899	.005		
Communication	.071	.087	.077	.815	.418	.669	1.494
Work Culture	.439	.084	.514	5.252	.000	.626	1.596
Organizational Commitment	.080	.074	.100	1.077	.285	.692	1.444
Motivation	.325	.117	.268	2.791	.007	.653	1.531

a. Dependent Variable: Performance

Table 2 shows the tolerance value of each independent variable (Communication, Work Culture, Organizational Commitment and Motivation) is greater than 0.10. Then from the VIF value, it shows a value of less than 10. So it can be concluded that the regression model in research is free from multicollinearity problems.

**Table 3. Normality Test Results**

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		68
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.80872926
Most Extreme Differences	Absolute	.127
	Positive	.127
	Negative	-.088
Test Statistic		.127
Asymp. Sig. (2-tailed)		.009 <sup>c</sup>
Monte Carlo Sig. (2-tailed)	Sig. (2-tailed)	.208 <sup>d</sup>
	99% Confidence Interval	Lower Bound
		Upper Bound

a. Test distribution is Normal.

b. Calculated from data.

Based on table 3 it shows that the results of the normality test are known to be Monte Carlo Sig values. (2-tailed) 0.208 is greater than 0.05, it can be concluded that the residual values are normally distributed.

**Table 4. Heteroscedasticity Test Results**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.732	2.442		1.119	.267
	Communication	.135	.051	.376	2.621	.213
	Work Culture	-.026	.049	-.079	-.534	.595
	Organizational Commitment	-.017	.044	-.056	-.400	.690
	Motivation	-.130	.069	-.275	-1.891	.063

a. Dependent Variable: abs\_rest

Table 4 clearly shows that Based on the table above it shows that all variables have a significance value (Sig) greater than 0.05 (...> Sig 0.05), namely (X1=0.213) (X2=0.595) (X3=0.690) ) and (X4 = 0.063) so that it can be concluded that the regression model in this study did not occur heteroscedasticity.

**Table 5. Results of Multiple Linear Regression Analysis**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.031	4.151		2.899	.005
	Communication	.523	.087	.077	3.815	.018
	Work Culture	.439	.084	.514	5.252	.006
	Organizational Commitment	.417	.074	.100	3.077	.000
	Motivation	.325	.117	.268	2.791	.014

a. Dependent Variable: Performance

Based on table 5, the constant value is 12.031. The regression equation for predicting or predicting the effect of the variables Communication (X1), Work Culture (X2), Organizational Commitment (X3) and motivation (X4) simultaneously on the Performance variable (Y) is as follows.

$$Y = a + \beta X_1 + \beta X_2 + \beta X_3 + e$$

$$Y = 12,031 + 0,523X_1 + 0,439X_2 + 0,417X_3 + 0,325X_4$$

The results of multiple linear regression analysis which are still in the form of numbers can be explained in simple language as follows:

**a. Constant ( $\alpha$ )**

Based on table 5, it shows that the Variables Communication, Work Culture, Organizational Commitment and Motivation have a positive relationship with the increase in Employee Performance at

the Kramat Health Center in Tegal Regency. Where the value of Employee Performance is 12.031 indicating that if the variables Communication (X1), Work Culture (X2), Organizational Commitment (X3) and Motivation (X4) are equal to zero then the Performance variable is 12.031. Increasing Communication, Work Culture, Organizational Commitment and Motivation will affect Employee Performance.

**b.  $\beta_1$**

It is known that the regression coefficient value of the Communication variable affects Employee Performance at the Tegal District Kramat Health Center of 0.523 or has a positive effect, meaning that if the Employee Communication Variable increases by 1 unit, then Employee Performance will increase by 0.523 units, otherwise Employee Performance decreases by 1 unit, it will decrease Communication by 0.523 units.

**c.  $\beta_2$**

It is known that the regression coefficient of the Work Culture variable affects Employee Performance at the Kramat Health Center, Tegal Regency, which is 0.439 or has a positive effect, which means that if the Work Culture variable increases by 1 unit, the Employee Performance will increase by 0.439. Conversely, if the employee's performance decreases by 1 unit, it will reduce the work attitude by 0.439 units.

**d.  $\beta_3$**

It is known that the regression coefficient of the Organizational Commitment variable affects Employee Performance at the Kramat Health Center, Tegal Regency, which is 0.417 or has a positive effect, which means that if Organizational Commitment increases by 1 unit, Employee Performance will increase by 0.417 units. Conversely, if Employee Performance decreases by 0.417, it will reduce Organizational Commitment by 0.417 units.

**e.  $\beta_4$**

It is known that the regression coefficient of the motivation variable affects employee performance at the Kramat Health Center, Tegal Regency, which is 0.325 or has a positive effect, which means that if motivation increases by 1 unit, employee performance will increase by 0.325 units. Conversely, if Employee Performance decreases by 0.325, it will reduce Organizational Commitment by 0.325 units.

### **Hypothesis Testing Results**

The t test is used to show how far the influence of one explanatory/independent variable individually explains the variation of the dependent variable. Does the independent variable (X1, X2,...X3) partially have a significant effect on the dependent variable in the regression model? If  $t_{\text{count}} < t_{\text{table}}$  with a significance level less than 0.05, then  $H_0$  is accepted and  $H_a$  is rejected, which means there is no effect between variable X and variable Y. If  $t_{\text{count}} > t_{\text{table}}$ , then  $H_0$  is rejected and  $H_a$  is accepted, which means there is influence between each each variable X with variable Y. (Imam Ghozali, 2013:98-99). Coefficients results through hypothesis testing and then compared with ttable, namely  $\alpha=0.05$  and  $n=\text{number of samples}$  (61), with the formula  $df=n-k$ , where n is an observation while k is the number of independent variables ( $k=3$ ),  $f=68-3=65$  then we get a ttable of 1.99 So the results of the t test of each variable can be seen which variables have an effect on performance, namely as follows:

#### **1. The Effect of Communication on Employee Performance**



Based on Table 4.17 above, the coefficient of tcount is 3,815 while the value of ttable with degrees of freedom  $df = n-k$  ( $61-k=65$ ) is 1.99. Based on these criteria, it shows that tcount 3.815 > ttable 1.99 indicates that the Communication variable (X1) has an effect on the Employee Performance variable (Y). Based on the significance criteria, Sig  $\alpha < 0.05$  means that H0 is rejected and Ha is accepted, meaning that there is an influence between variable X on variable Y. Based on the coefficient table, the sig  $\alpha$  value is 0.018, this shows that there is a significant influence. This shows that variable X1 (Communication) has a positive and significant effect on variable Y (Employee Performance). For every  $\alpha$  value of 12.031 there is a ttable value of X1 of 3.815, X2 = 0, X3 = 0, X4 = 0. So it can be concluded that partially there is a positive and significant influence of the Communication variable on Employee Performance at the Kramat Health Center in Tegal district.

## 2. The influence of work attitudes affects employee performance

Based on Table 4.17 above, the tcount coefficient for the Work Culture variable (X2) is 5.252, while the t table value with degrees of freedom  $df = n-k$  ( $68-k=65$ ) is 1.99. Based on these criteria, it shows that tcount 5.815 > ttable 1.99 indicates that the Work Culture variable (X2) influences the Employee Performance variable (Y). Based on the significance criteria, Sig  $\alpha < 0.05$  means that H0 is rejected and Ha is accepted, meaning that there is an influence between variable X on variable Y. Based on the coefficient table, the sig  $\alpha$  value for the work attitude variable (X2) is 0.006, this indicates that there is a significant influence. This shows that variable X2 (Work Culture) has a positive and significant effect on variable Y (Employee Performance). For every  $\alpha$  value of 12.031 there is a ttable value of X2 of 5.252, X1 = 0, X3 = 0, X4 = 0. So it can be concluded that partially there is a positive and significant influence of the Work Culture variable on the Performance of Puskesmas Staff in Kramat Regency, Tegal Regency.

## 3. Influence of Motivation on Employee Performance

Based on Table 4.17 above, the tcount coefficient for the Organizational Commitment variable (X3) is 3.077 while the t table value with degrees of freedom  $df = n-k$  ( $68-3=65$ ) is 1.99. Based on these criteria, it shows that tcount 3.077 > ttable 1.99 indicates that the Organizational Commitment variable (X3) has an effect on the Employee Performance variable (Y). Based on the significance criteria, Sig  $\alpha < 0.05$  means that H0 is rejected and Ha is accepted, meaning that there is an influence between variable X on variable Y. Based on the coefficient table, the sig  $\alpha$  value for the motivational variable (X4) is 0.000, this shows that there is a significant influence. This shows that variable X4 (Organizational Commitment) has a positive and significant effect on variable Y (Employee Performance). For every  $\alpha$  value of 12.031, there is a table X4 value of 3.077, X1 = 0, X2 = 0, X3 = 0. So it can be concluded that partially there is a positive and significant influence of the variable Motivation on the Performance of Employees at the Kramat Health Center in Tegal Regency.

## 4 The Effect of Motivation on Employee Performance

Based on Table 4.18 above, the coefficient of the tcount value for the motivation variable (X4) is 2.791, while the t table value with degrees of freedom  $df = n-k$  ( $68-3=65$ ) is 1.99. Based on these criteria, it shows that tcount 2.791 > ttable 1.99 indicates that the motivation variable (X3) has an effect on the employee performance variable (Y). Based on the significance criteria, Sig  $\alpha < 0.05$  means that H0 is rejected and Ha is accepted, meaning that there is an influence between variable X on variable Y. Based on the coefficient table, the sig  $\alpha$  value for the motivational variable (X4) is 0.014, this shows that there

is a significant influence. This shows that variable X4 (Motivation) has a positive and significant effect on variable Y (Employee Performance). For every  $\alpha$  value of 12.031 there is a t table value of X4 of 2.791,  $X_1 = 0$ ,  $X_2 = 0$ ,  $X_3 = 0$ . So it can be concluded that partially there is a positive and significant influence of the variable Motivation on the Performance of Employees at the Kramat Health Center in Tegal Regency.

According to Imam Ghozali (2013: 98) the F test is used to determine whether all the independent or free variables included in the model have a joint effect on the dependent/dependent variable. As a basis for decision making F test is If  $F_{count} > F_{table}$  and sig value  $< 0.05$ , then  $H_a$  is accepted and  $H_0$  is rejected, it means that there is influence of variables  $X_1$ ,  $X_2$ , and  $X_3$  simultaneously on variable Y. If  $F_{count} < F_{table}$  and value, then  $H_0$  is rejected and  $H_a$  this means that the variables  $X_1$ ,  $X_2$ , and  $X_3$  have no simultaneous influence on variable Y. To determine the value of Ftable, namely  $F_{table} = F(k; n-k-1) = F(3, 64) = 2,75$ . The results of the F test conducted in this study using the SPSS version 25 for windows program can be seen in the following table:

**Table 6. Simultaneous Test Results or F Test ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	868.072	4	217.018	25.867	.000 <sup>b</sup>
	Residual	528.560	63	8.390		
	Total	1396.632	67			

a. Dependent Variable: Performance

b. Predictors: (Constant), Motivation, Communication, Organizational Commitment, Work Culture

Based on the table above, the calculation results show an Fcount value of 25.867 and a significance of 0.000. Based on the criteria for the F test results, it shows that Fcount (25.867)  $>$  Ftable (2.77) and Sig value (0.000)  $<$  0.05 means that there is an influence between Communication Variables ( $X_1$ ), Work Culture ( $X_2$ ), Organizational Commitment ( $X_4$ ) and Motivation ( $X_4$ ) have a joint (simultaneous) effect on Employee Performance variables (Y).

#### 1.4.1 Results of Analysis of the Coefficient of Determination ( $R^2$ )

Determination analysis is used to find out how big the percentage of the independent variable (X) is on the dependent variable (Y). The magnitude of the percentage influence of all independent variables on the value of the dependent variable can be seen from the magnitude of the coefficient of determination ( $R^2$ ) in the regression equation. (Duwi Priyanto, 2010). The coefficient of determination seen from the calculation results using the SPSS version 25 for windows program can be seen in the following table:

**Table 7. Results of the Analysis of the Coefficient of Determination ( $R^2$ )**

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.788 <sup>a</sup>	.622	.598	2.897

a. Predictors: (Constant), Motivation, Communication, Organizational Commitment, Work Culture



Based on table 7, R Square ( $R^2$ ) shows the coefficient of determination (KD). The  $R^2$  value of 0.583 means that the percentage contribution of the variables Communication (X1), Work Culture (X2), Organizational Commitment (X3) and Motivation (X4) simultaneously on the Performance variable (Y) is 59.80%. While 40.20% is influenced by other factors.

## CONCLUSION

1. Based on data analysis and discussion of research on the effect of Communication, Work Culture, Organizational Commitment and Motivation on Employee Performance at the Kamat Health Center in Tegal Regency which has been described in the previous chapter, the following conclusions can be drawn:
2. 1. Based on the results of the partial test (t test) the effect of communication on performance shows that  $t_{count} (3.815) > t_{table} (1.99)$  and sig value  $(0.018) < 0.05$  this shows that  $H_1$  is accepted and  $H_0$  is rejected, meaning that there is influence partially, there is a positive and significant influence between the Communication variable (X1) and the Performance Variable (Y) at the Tegal District Kramat Health Center of 0.523 Units or 52.3%.
3. 2. Based on the results of the partial test (t test) the effect of work culture on performance shows that  $t_{count} (5.252) > t_{table} (1.99)$  and sig value  $(0.006) < 0.05$  this shows that  $H_2$  is accepted and  $H_0$  is rejected, meaning that there is Partially, there is a positive and significant influence between the Work Culture variable (X2) and the Performance Variable (Y) at the Kramat Health Center in Tegal Regency, which is 0.439 Units.
4. 3. Based on the results of the partial test (t test) the effect of Organizational Commitment on Performance shows that  $t_{count} (3.077) > t_{table} (1.99)$  and sig value  $(0.000) < 0.05$  this shows that  $H_3$  is accepted and  $H_0$  is rejected, meaning that there is partially, there is a positive and significant influence between the Organizational Commitment variable (X4) and the Performance Variable (Y) at the Kramat Health Center in Tegal Regency by 0.417 Units or 41.1%.
5. 4. Based on the results of the partial test (t test) the effect of motivation on performance shows that  $t_{count} (2.791) > t_{table} (1.99)$  and sig value  $(0.000) < 0.05$  this shows that  $H_3$  is accepted and  $H_0$  is rejected, meaning that there is an influence partially, there is a positive and significant influence between the motivational variable (X4) and the performance variable (Y) at the Tegal District Kramat Health Center of 0.325 Units or 32.5%.
6. 5. Based on the results of the Simultaneous test (Test F) the effect of Communication, Work Culture, Organizational Commitment and Motivation on Performance shows that  $F_{count} (25.867) > t_{table} (2.99)$  and sig value  $(0.000) < 0.05$  this shows that  $H_4$  is accepted and  $H_0$  is rejected, meaning that there is a simultaneous (together) positive and significant influence between the variables Communication (X1), Work Culture (X2), Organizational Commitment (X3) and Motivation (X4) with Performance Variable (Y) on Tegal Regency Kramat Health Center. And based on the results of the analysis of the coefficient of Determination R Square is worth 0.598 this shows that the influence of the independent (Independent) variable on the Dependent variable is 59.8%, the remaining 40.2% is influenced by other factors outside of Communication, Work Culture, Commitment Organization and Motivation. Based on the classification of how much influence the independent variable has on the dependent variable, it is included in the moderate classification

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