Quantitative Analysis of Organizational Commitment Mediation

Intriana Veronika Yulandari, Mesra B

Abstract

This study aims to examine the effect of job stress and organizational culture on job performance with Organizational Culture as an intervening variable at BPJS Ketenagakerjaan in the Southern Sumatra Region (Sumbagsel). This research employs a quantitative approach using a survey method. The sample consists of 100 employees, selected through a saturated sampling technique. Data were collected using questionnaires and analyzed using the Structural Equation Modeling–Partial Least Square (SEM-PLS) method.

The results indicate that organizational culture has a positive and significant effect on Organizational Culture and job performance. Organizational Culture also has a positive and significant effect on job performance. Conversely, job stress has a negative and significant effect on Organizational Culture and job performance. Furthermore, the indirect effect analysis shows that Organizational Culture mediates the relationship between organizational culture and job stress on job performance. Therefore, strengthening organizational culture and effectively managing job stress are essential to enhance Organizational Culture and employee job performance.

Keywords: Job Stress, Organizational Culture, Organizational Culture, Job Performance.

Intriana Veronika Yulandari[1]
[1]Master Student of Management, Universitas Pembangunan Pancabudi,Indonesia
e-mail: adeangelina@gmail.com[1]

Mesra B[2]
[2]Master of Management, Universitas Pembangunan Pancabudi,Indonesia
e-mail: mesrab@dosen.pancabudi.ac.id[2]

Introduction

Employee job performance is one of the important indicators in measuring organizational success. Employees who are able to work productively, innovatively, and in accordance with performance standards will make a significant contribution to the competitiveness and sustainability of the organization. Achieving a high level of job performance is not easy. Factors that often become the main focus in organizational and human resource management research are job stress and organizational culture. Both are believed to have a close relationship with work behavior and the level of employee performance achievement. Job stress is a state of tension that affects a person's emotions, thought processes, and physical condition due to job demands that are disproportionate to their abilities and available resources. In addition to job stress, organizational culture is also an important element that can affect job performance. Organizational culture is a system of values, norms, and beliefs shared by members of the organization and serves as a guide for action. A strong, positive, and consistent organizational culture will create a healthy work environment, increase a sense of belonging, and encourage collaboration among employees. Conversely, a weak culture or one that is misaligned with the organization's vision can lead to conflict, resistance, and decreased performance. Organizational Culture reflects the level of a person's emotional attachment, identification, and involvement with their organization. An employee with high commitment will tend to continue working optimally even when facing pressure or challenges, because they feel a sense of responsibility and loyalty to the success of the organization. Therefore, Organizational Culture can function as an intervening variable that strengthens or weakens the influence of job stress and organizational culture on job performance. Employees are required not only to serve quickly and accurately but also to perform tasks in accordance with legal regulations and public service standards. This requires high integrity, professionalism, and a psychologically supportive work environment. In the Sumbagsel region, with its diverse geographical conditions and community characteristics, the challenges in carrying out organizational functions become more complex. The results of this study are expected to provide a theoretical contribution to the development of human resource management science.

Problem Formulation

1. Does job stress have a negative and significant effect on employee job performance at BPJS Ketenagakerjaan in the Sumbagsel region?
2. Does organizational culture have a positive and significant effect on job performance at BPJS Ketenagakerjaan in the Sumbagsel region?
3. Does job stress have a negative and significant effect on Organizational Culture at BPJS Ketenagakerjaan in the Sumbagsel region?
4. Does organizational culture have a positive and significant effect on Organizational Culture at BPJS Ketenagakerjaan in the Sumbagsel region?
5. Does Organizational Culture have a positive and significant effect on job performance at BPJS Ketenagakerjaan in the Sumbagsel region?
6. Does job stress have a negative and significant effect on employee job performance with Organizational Culture as an intervening variable at BPJS Ketenagakerjaan in the Sumbagsel region?
7. Does organizational culture have a positive and significant effect on employee job performance with Organizational Culture as an intervening variable at BPJS Ketenagakerjaan in the Sumbagsel region?

Research Objectives

1. To examine and analyze the effect of job stress on employee job performance at BPJS Ketenagakerjaan in the Sumbagsel region.
2. To examine and analyze the effect of organizational culture on employee job performance at BPJS Ketenagakerjaan in the Sumbagsel region.

3. To examine and analyze the effect of job stress on Organizational Culture at BPJS Ketenagakerjaan in the Sumbagsel region.
4. To examine and analyze the effect of organizational culture on Organizational Culture at BPJS Ketenagakerjaan in the Sumbagsel region.
5. To examine and analyze the effect of Organizational Culture on job performance at BPJS Ketenagakerjaan in the Sumbagsel region.
6. To examine and analyze the effect of job stress on employee job performance with Organizational Culture as an intervening variable at BPJS Ketenagakerjaan in the Sumbagsel region.
7. To examine and analyze the effect of organizational culture on employee job performance with Organizational Culture as an intervening variable at BPJS Ketenagakerjaan in the Sumbagsel region.

Job Performance

According to Lestari & Syahputra (2023): Employee job performance refers to work achievement in meeting targets set by the organization, both in terms of work volume, quality, and work attitude. According to Susanti & Putra (2020): Job performance is an individual's achievement in carrying out tasks based on indicators of effectiveness, efficiency, quality, and timeliness.

Job Performance Indicators
According to Susanti & Putra (2020):
1. Work quality.
2. Work quantity.
3. Timeliness.
4. Efficiency of resource use.
5. Responsibility.

Job Stress

According to Rahmawati (2022), Job stress is a condition of emotional exhaustion and mental tension due to high workload, role conflict, and continuous time pressure. According to Hafid & Utami (2020): Job stress is a psychological and physiological response to job demands that are imbalanced with an individual's resources and capabilities.

Job Stress Indicators
Job Stress Indicators according to Hafid & Utami (2020):
1. Excessive workload.
2. Time pressure.
3. Role conflict.
4. Lack of support from superiors or coworkers.
5. Unclear tasks.
6. Job insecurity.

Organizational Culture

According to Lestari & Syahputra (2023), Employee job performance refers to work achievement in meeting targets set by the organization, both in terms of work volume, quality, and work attitude. According to Susanti & Putra (2020): Job performance is an individual's achievement in carrying out tasks based on indicators of effectiveness, efficiency, quality, and timeliness.

Organizational Culture Indicators
According to Lestari & Syahputra (2023):

1. Shared values and beliefs.
2. Work norms.
3. Organizational symbols and rituals.
4. Leadership style.
5. Internal communication.
6. Commitment to vision and mission.

Organizational Culture

According to Rivai & Sagala (2020): Organizational Culture is the loyalty and willingness of employees to provide their best contribution to the organization due to trust and attachment to the organization's vision and mission. According to Sopiah (2018): Organizational Culture is a state in which an employee sides with the organization and its goals and has a desire to maintain membership in that organization.

Organizational Culture Indicators

According to Rivai & Sagala (2020):
1. Willingness to accept organizational values.
2. Involvement in organizational activities.
3. Sense of belonging to the organization.
4. Willingness to stay in the organization.
5. Loyalty to the organization.
6. Responsibility towards organizational tasks.
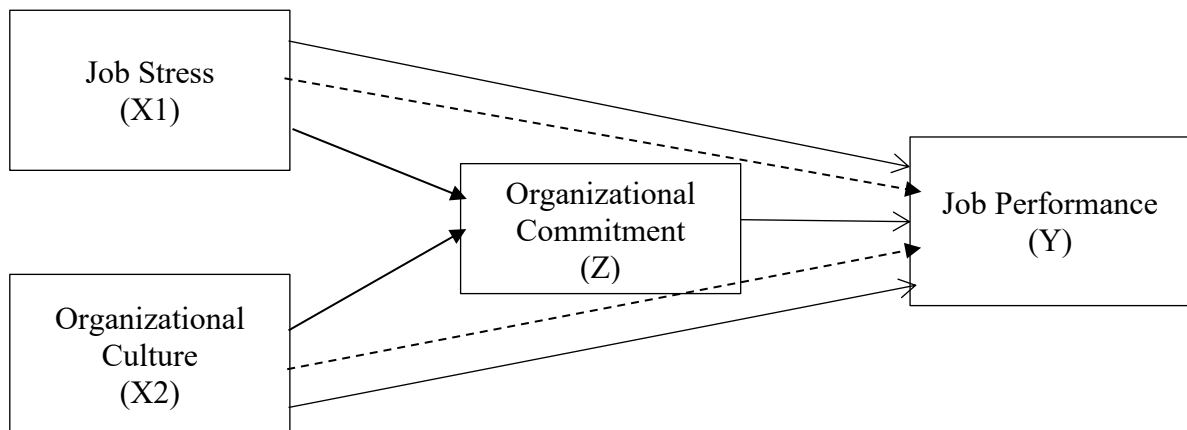
Conceptual Framework

Figure 1. Conceptual Framework

Hypotheses

H1 Job stress has a negative and significant effect on employee job performance at BPJS Ketenagakerjaan in the Sumbagsel region.

H2 Organizational culture has a positive and significant effect on job performance at BPJS Ketenagakerjaan in the Sumbagsel region.

H3 Job stress has a negative and significant effect on organizational commitment at BPJS Ketenagakerjaan in the Sumbagsel region.

H4 Organizational culture has a positive and significant effect on organizational commitment at BPJS Ketenagakerjaan in the Sumbagsel region.

H5 Organizational commitment has a positive and significant effect on job performance at BPJS Ketenagakerjaan in the Sumbagsel region.

H6 Job stress has a negative and significant effect on employee job performance with organizational commitment as an intervening variable at BPJS Ketenagakerjaan in the Sumbagsel region.

H7 Organizational culture has a positive and significant effect on employee job performance with organizational commitment as an intervening variable at BPJS Ketenagakerjaan in the Sumbagsel region.

Research Type

According to Sugiyono (2018), quantitative research methods can be defined as "research methods based on positivist philosophy, used to research specific populations or samples, data collection using research instruments, data analysis is quantitative/statistical, with the aim of testing predetermined hypotheses."

According to Sujarweni (2018), quantitative research is a type of research that produces findings using statistical techniques or other quantification methods (measurement).

Research Population

According to Sugiyono, a population is defined as the area of generalization consisting of: objects or subjects that have certain qualities and characteristics selected by the researcher to be studied and then conclusions are drawn. The population includes not only individuals but also other objects and natural things. The population includes all the characteristics and attributes possessed by the subject or object being studied, not just the number of individuals present. In this study, there are 100 BPJS Ketenagakerjaan employees in Sumbagsel.

Sample

According to Arikunto (2012). If the population is less than 100 people, the sample is taken entirely, but if the population is larger than 100 people, the sample can cover 10-15% or 20-25% of the population. Based on this research, because the population size is not larger than 100 people, the researcher takes 100% of the total existing employees. Thus, the technique used in sampling in this study is the Saturated Sampling Technique. According to Sugiyono (2018), saturated sampling is a sampling determination technique when all members of the population are used as a sample. In this study, the researcher uses the entire population as the research sample, namely 100 employees.

Research Location and Time

This research was conducted at BPJS Ketenagakerjaan in Sumbagsel. The research was conducted for three months from May until completion.

Data Collection Method

The Data Collection Method was obtained through a questionnaire with a four-level Likert scale. This study aims to evaluate how the independent variables affect the dependent variable. The Questionnaire Method (questionnaire method) is a series or list of questions compiled systematically, then sent to be filled in by respondents.

Data Analysis Technique

This research uses quantitative data analysis and utilizes the SmartPLS application. The main purpose of PLS is to help researchers verify theory and explain relationships between variables. In addition, PLS can perform analyses in a single data test. According to Ghozali and Latan (2015), PLS-SEM analysis typically consists of two submodels: the outer model, or measurement model, and the inner model, or structural model. The structural model shows the estimated values of latent or constructed variables, while the measurement model explains how manifest or observable variables can indicate variables that can be manipulated in the future.

Measurement Model (Outer Model)

In this measurement model, which can also be called the outer model, it connects all indicator variables with their latent variables. The outer model (often also called outer relation or measurement model) defines how each block of indicators relates to its latent variable. Analysis of the outer model can be seen from several indicators as follows:

1. Convergent Validity is an indicator evaluated based on the correlation between item or component scores and construct scores. This can be seen from the standardized loading factor, which indicates the level of correlation between each measurement item (indicator) and its construct.

2. Discriminant Validity is a reflective measurement model assessed through cross-loadings of measurements with conventional construct models. If a construct correlates with an item with a larger loading than other constructs, it indicates that the block has a larger loading than other blocks.

3. Composite reliability is a measure that can be used to assess a construct, which can be observed through latent variable coefficients.

4. Cronbach's Alpha is a reliability test; this measure is useful for strengthening composite reliability test results. A variable is considered reliable if its Cronbach's alpha value is greater than 0.7.

Structural Model (Inner Model)

Inner model analysis is performed to ensure that the built structural model is robust and accurate. In evaluating the inner model, it can be seen from several indicators, namely:

1. R-Square (R^2)
2. Predictive Relevance (Q^2)
3. Quality Indexes

Hypothesis Testing

According to Ghozali & Latan (2015), two submodels are used in PLS analysis. The measurement model, known as the outer model—is used to test validity and reliability; the structural model, known as the inner model—is used to test causality or hypotheses for the predictive model.

In the next stage, hypothesis testing is carried out after the model is tested as a whole and partially. According to Ghozali and Latan (2015), hypothesis testing is done by comparing the T-statistic value with the T-table value = 1.96 and a significance level of $p = 0.05$. The conclusion is that the endogenous variable has a significant effect on the exogenous variable if the T-statistic value is greater than the T-table value.

Results
Outer Model Analysis
1. Factor loading

Factor loading is the initial stage in testing the validity of a model; the requirement for factor loading is that it must be > 0.6, for the indicator to be considered valid. If it is not valid, it must be removed from the model (Husein. 2015). To understand the outer model analysis of this research, it can be seen in the Figure below:
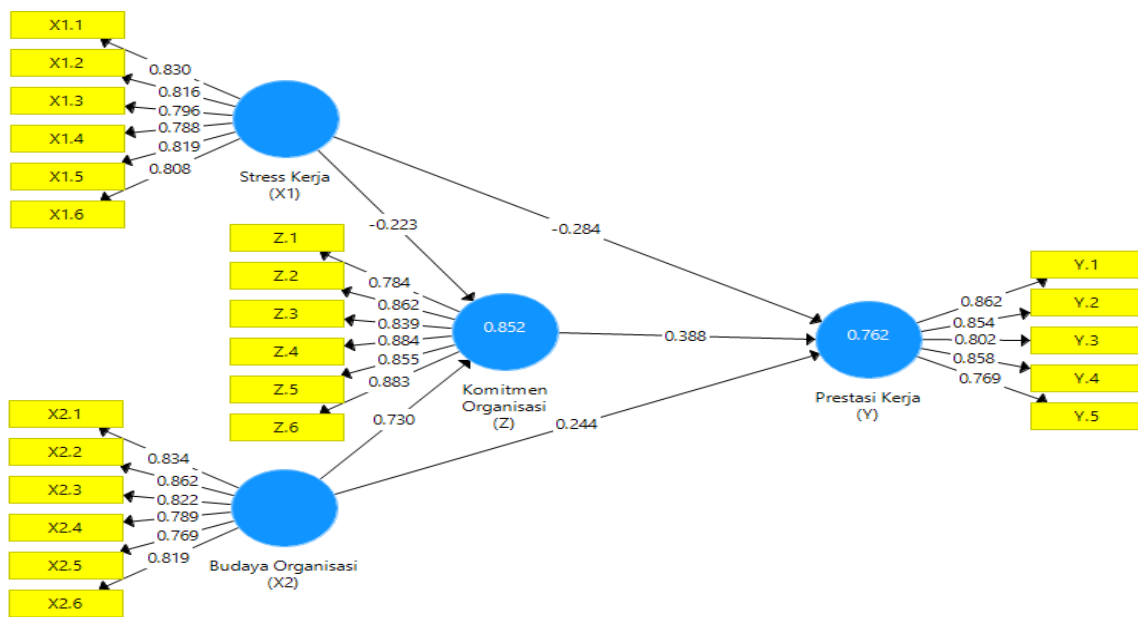
Source:Smart PLS 3.3

Figure 2. Outer Model

As seen in the Figure above, it can be observed that for each latent variable, every manifest variable has a loading factor value greater than 0.7, meaning all indicators and their loading factors are validly distributed. The regression equation for this research is as follows:

Substructure 1

$Z = b_1 X_1 + b_2 X_2 + e_1$

$Z = 0,730 - 0223 + e_1$

For Substructure 2

$Y = b_3 X_1 + b_4 X_2 + b_5 Z + e_2$

$Y = 0,244 - 0,284 + 0,388 + e_2$

Table 1. Cross Loading

	Organizational Culture_(X2)	Organizational Commitment_(Z)	Job Performance_(Y)	Job Stress_(X1)
X1.1				0,830
X1.2				0,816
X1.3				0,796
X1.4				0,788
X1.5				0,819
X1.6				0,808
X2.1	0,834			
X2.2	0,862			
X2.3	0,822			
X2.4	0,789			
X2.5	0,769			
X2.6	0,819			
Y.1			0,862	
Y.2			0,854	
Y.3			0,802	
Y.4			0,858	

Y.5			**0,769**	
Z.1		**0,784**		
Z.2		**0,862**		
Z.3		**0,839**		
Z.4		**0,884**		
Z.5		**0,855**		
Z.6		**0,883**		

Source:Smart PLS 3.3

Based on Table 1, all indicators for each variable have the highest cross-loading values on their own construct compared to other constructs. Indicators for job stress (X1), organizational culture (X2), job performance (Y), and organizational commitment (Z) show strong and consistent loading values, generally above 0.70. This confirms that each indicator is able to well represent the measured variable, so the discriminant validity of the research model has been fulfilled.

2.Discriminat Validity
The next test is discriminant validity testing; this test aims to determine whether a reflective indicator is a good measurement for its construct based on the principle that indicators have high correlation with their construct. The table shows the cross-loading results from the discriminant validity testing as follows:

Table 2. Discriminant Validity

	Organizational Culture_(X2)	Organizational Commitment_(Z)	Job Performance_(Y)	Job Stress_(X1)
X1.1	-0,712	-0,687	-0,635	0,830
X1.2	-0,693	-0,678	-0,717	0,816
X1.3	-0,612	-0,606	-0,631	0,796
X1.4	-0,640	-0,628	-0,598	0,788
X1.5	-0,629	-0,645	-0,636	0,819
X1.6	-0,716	-0,755	-0,691	0,808
X2.1	0,834	0,734	0,679	-0,633
X2.2	0,862	0,740	0,695	-0,719
X2.3	0,822	0,771	0,685	-0,773
X2.4	0,789	0,781	0,738	-0,756
X2.5	0,769	0,716	0,670	-0,583
X2.6	0,819	0,731	0,609	-0,565
Y.1	0,661	0,723	0,862	-0,658
Y.2	0,667	0,696	0,854	-0,649
Y.3	0,668	0,644	0,802	-0,645
Y.4	0,752	0,713	0,858	-0,759
Y.5	0,706	0,733	0,769	-0,629
Z.1	0,788	0,784	0,720	-0,661
Z.2	0,784	0,862	0,696	-0,711
Z.3	0,747	0,839	0,708	-0,624
Z.4	0,775	0,884	0,751	-0,761
Z.5	0,761	0,855	0,709	-0,720
Z.6	0,816	0,883	0,740	-0,741

Source:Smart PLS 3.3

Based on Table 2, each indicator has the highest loading value on the measured construct compared to other constructs. Although there are negative correlations for job stress indicators towards other variables, those values are still lower compared to the loadings on the job stress construct itself. Thus, it can be concluded that discriminant validity has been fulfilled, so each construct in the research model can be well distinguished.

3.Composite reliability

The next test determines the reliability value with the composite reliability of the indicator blocks measuring the construct. A construct value is said to be reliable if the composite reliability value is above 0.60. The following is the table of loading values for the research variable constructs resulting from running the Smart PLS program in the next table:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture_(X2)	0,900	0,923	0,667
Organizational Commitment_(Z)	0,924	0,941	0,726
Job Performance_(Y)	0,886	0,917	0,689
Job Stress_(X1)	0,895	0,919	0,655

Source:Smart PLS 3.3

Based on Table 3, all research constructs have Cronbach's Alpha and composite reliability values above 0.70, indicating excellent internal consistency. In addition, the AVE value for each variable also exceeds 0.50, which indicates that the construct is able to adequately explain the variance of its indicators.

Inner Model Analysis

Evaluation of the structural model (inner model) is conducted to ensure the built structural model is robust and accurate. The analysis stages performed in evaluating the structural model are seen from several indicators, namely:

1. Coefficient of Determination (R2)

Based on data processing that has been done using the SmartPLS 3.0 program, the following R Square values were obtained:

Table 4. R Square Results

	R Square	Adjusted R Square
Organizational Commitment_(Z)	0,852	0,849
Job Performance_(Y)	0,762	0,755

Source:Smart PLS 3.3

Based on Table 4, the R Square value for organizational commitment of 0.852 indicates that 85.2% of the variation in organizational commitment can be explained by the independent variables in the model, while the remainder is explained by factors outside the research. Meanwhile, the R Square for job performance of 0.762 indicates that 76.2% of the variation in job performance can be explained by the variables in the model. The Adjusted R Square value close to R Square confirms that the structural model has strong explanatory power.

2. Hypothesis Testing

Hypothesis testing in this research was conducted by looking at the T-Statistics and P-Values. A hypothesis is stated as accepted if the T-Statistics value > 1.96 and P-Values < 0.05. The following are the Path Coefficients results for direct effects:

Table 5. Path Coefficients (Direct Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Organizational Culture_(X2) -> Organizational Commitment_(Z)	0,730	10,019	**0,000**	**Accepted**
Organizational Culture_(X2) -> Job Performance_(Y)	0,244	1,764	**0,039**	**Accepted**
Organizational Commitment_(Z) -> Job Performance_(Y)	0,388	2,788	**0,003**	**Accepted**
Job Stress_(X1) -> Organizational Commitment_(Z)	-0,223	2,814	**0,003**	**Accepted**
Job Stress_(X1) -> Job Performance_(Y)	-0,284	3,191	**0,001**	**Accepted**

Source:Smart PLS 3.3

1. Organizational Culture on Organizational Commitment
   Test results show that organizational culture has a positive and significant effect on organizational commitment, with a coefficient value of 0.730 and a p-value below 0.05. This indicates that the better the organizational culture, the higher the organizational commitment.
2. Organizational Culture on Job Performance
   Organizational culture has a positive and significant effect on job performance, with a coefficient value of 0.244 and a p-value of 0.039. This finding shows that a strong organizational culture is able to improve employee job performance.
3. Organizational Commitment on Job Performance
   Organizational commitment has a positive and significant effect on job performance, with a coefficient value of 0.388 and a p-value of 0.003. This indicates that an increase in organizational commitment will be followed by an increase in job performance.
4. Job Stress on Organizational Commitment
   Job stress has a negative and significant effect on organizational commitment, with a coefficient of -0.223 and a p-value of 0.003. This means, the higher the level of job stress, the lower the employee's organizational commitment tends to be.
5. Job Stress on Job Performance
   Job stress has a negative and significant effect on job performance, with a coefficient value of -0.284 and a p-value of 0.001. This finding shows that increased job stress can decrease employee job performance.

Table 6. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results

Organizational Culture_(X2) -> Organizational Commitment_(Z) -> Job Performance_(Y)	0,284	2,681	**0,004**	**Accepted**
Job Stress_(X1) -> Organizational Commitment_(Z) -> Job Performance_(Y)	-0,087	1,875	**0,031**	**Accepted**

Source:Smart PLS 3.3

6. The Effect of Organizational Culture on Job Performance through Organizational Commitment

   Analysis results show that organizational culture has a positive and significant indirect effect on job performance through organizational commitment, with a coefficient value of 0.284, T-statistic 2.681, and P-values 0.004. This means the better the organizational culture, the higher the employee's organizational commitment and ultimately impacts the increase in job performance. Thus, the hypothesis is accepted.

7. The Effect of Job Stress on Job Performance through Organizational Commitment

   Job stress has a negative and significant indirect effect on job performance through organizational commitment, with a coefficient value of −0.087, T-statistic 1.875, and P-values 0.031. This finding indicates that increased job stress can reduce organizational commitment, which in turn impacts the decrease in employee job performance. Therefore, the hypothesis is stated as accepted.

Conclusion
1. Organizational culture is proven to have a positive and significant effect on organizational commitment. The better the organizational culture applied, the higher the employee's commitment to the organization.
2. Organizational culture has a positive and significant effect on job performance. The implementation of a strong organizational culture is able to improve employee job performance.
3. Organizational commitment has a positive and significant effect on job performance. Increased employee commitment contributes to increased job performance.
4. Job stress has a negative and significant effect on organizational commitment. The higher the level of job stress, the lower the employee's commitment to the organization.
5. Job stress has a negative and significant effect on job performance. High job stress can decrease employee job performance.
6. Organizational culture has a positive and significant effect on job performance through organizational commitment. Organizational commitment acts as a mediating variable that strengthens the influence of organizational culture on job performance.
7. Job stress has a negative and significant effect on job performance through organizational commitment. Organizational commitment mediates the effect of job stress so that an increase in job stress impacts a decrease in employee job performance.

Suggestions
1. Organizational leaders are advised to continue strengthening a positive organizational culture through instilling work values, exemplary leadership, and consistent internal communication. A strong organizational culture has been proven to increase organizational commitment and employee job performance.
2. Management needs to increase employee organizational commitment by providing role clarity, recognition for performance, and career development opportunities. These efforts are important because organizational commitment plays a direct and indirect role in improving job performance.

3. The organization is advised to manage employee job stress levels through balanced workload arrangements, creating a conducive work environment, and providing counseling programs or psychological support. Good stress management can prevent a decline in commitment and job performance.
4. Leaders need to provide regular performance feedback, an objective performance appraisal system, and recognition for employee achievements. This step will encourage motivation and maintain optimal job performance.
5. Direct supervisors are expected to be able to create a supportive and open work atmosphere, so that employees feel valued and have a stronger attachment to the organization, while also being able to reduce job stress levels.
6. Further research is suggested to add other variables such as job satisfaction, work motivation, leadership style, or work environment to enrich the research model and obtain more comprehensive results.

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