

The Role of Human Capital in Enhancing Organizational Effectiveness

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Abstract

This study aims to analyze the influence of Organizational Culture and Teamwork on Employee Performance with Organizational Commitment as an intervening variable at the Representative Office of Bank Indonesia in the Riau Islands Province. The research utilized a quantitative approach with data analysis conducted using Structural Equation Modeling (SEM) based on SmartPLS 3.0. The population consisted of all employees at the Representative Office of Bank Indonesia in the Riau Islands Province, using a census sampling technique. The results indicate that Organizational Culture and Teamwork have a positive and significant effect on Employee Performance, and also have a positive and significant effect on Organizational Commitment. Furthermore, Organizational Commitment is proven to have a positive and significant effect on Employee Performance. The indirect effect analysis shows that Organizational Commitment successfully mediates the influence of Organizational Culture on Employee Performance, but does not mediate the influence of Teamwork on Employee Performance. These findings suggest that strengthening organizational culture and enhancing effective teamwork are important factors in improving employee commitment and performance within the banking work environment.

Keywords: Organizational Culture, Teamwork, Organizational Commitment, Employee Performance

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Introduction

Employee performance is one of the key factors in determining the success of an organization, both in the private and government sectors. Employees with high performance will be able to make positive contributions to the effectiveness and efficiency of the organization in achieving its strategic goals. According to Robbins and Judge (2017), organizational culture is a system of values, norms, and beliefs shared by members of an organization that shapes their behavior at work. Organizations with a positive work culture, such as discipline, openness, innovation, and hard work, tend to have more motivated employees who are oriented towards achieving maximum results. Success in completing tasks depends not only on individual abilities but also on the synergy and collaboration among team members. Effective teamwork enables employees to share knowledge, help each other in completing work, and improve work efficiency. Many organizations still face obstacles in building solid teamwork due to a lack of communication, differing interests, or weak leadership in managing work teams. In Batam City, which is one of the largest industrial, trade, and service centers in Indonesia, employee performance becomes a crucial issue, both in the private and government sectors. Intense competition in the world of work and demands to increase industrial competitiveness require organizations in Batam to continuously innovate in improving the productivity of their employees. However, reality in the field shows that many organizations still experience constraints in building a strong work culture and effective teamwork. One factor that can mediate the relationship between organizational culture and teamwork on employee performance is Organizational commitment refers to the level of loyalty and emotional attachment of employees to their workplace. Employees with high organizational commitment tend to be more dedicated, have high work motivation, and are willing to contribute more to the organization's progress. Conversely, if employees have low commitment, they tend to be less motivated, more frequently experience job burnout, and even have a tendency to leave the organization (turnover). If this problem is not addressed immediately, it will impact decreasing employee performance, which will ultimately affect the organization's competitiveness in an increasingly tight business environment. The phenomenon occurring at Bank Indonesia in Batam City is that many companies and agencies in Batam still experience suboptimal productivity. This can be caused by a lack of employee involvement in carrying out their duties. Some organizations do not yet have strong work culture values, so employees feel a lack of sense of belonging to the organization. In some cases, there are communication and coordination obstacles among employees, leading to a lack of effectiveness in task completion. Many employees have high turnover rates, lack loyalty to the organization, and minimal work motivation, indicating low organizational commitment.

Problem Formulation

1. Does Organizational Culture have a positive and significant effect on Employee Performance at the Representative Office of Bank Indonesia, Riau Islands Province?
2. Does Teamwork have a positive and significant effect on Employee Performance at the Representative Office of Bank Indonesia, Riau Islands Province?
3. Does Organizational Culture have a positive and significant effect on Organizational Commitment at the Representative Office of Bank Indonesia, Riau Islands Province?
4. Does Teamwork have a positive and significant effect on Organizational Commitment at the Representative Office of Bank Indonesia, Riau Islands Province?
5. Does Organizational Commitment have a positive and significant effect on Employee Performance at the Representative Office of Bank Indonesia, Riau Islands Province?
6. Does Organizational Culture have a positive and significant effect on Employee Performance with Organizational Commitment as an intervening variable at the Representative Office of Bank Indonesia, Riau Islands Province?

7. Does Teamwork have a positive and significant effect on Employee Performance with Organizational Commitment as an intervening variable at the Representative Office of Bank Indonesia, Riau Islands Province?

Research Objectives

1. To examine and analyze the effect of Organizational Culture on Employee Performance at the Representative Office of Bank Indonesia, Riau Islands Province.
2. To examine and analyze the effect of Teamwork on Employee Performance at the Representative Office of Bank Indonesia, Riau Islands Province.
3. To examine and analyze the effect of Organizational Culture on Organizational Commitment at the Representative Office of Bank Indonesia, Riau Islands Province.
4. To examine and analyze the effect of Teamwork on Organizational Commitment at the Representative Office of Bank Indonesia, Riau Islands Province.
5. To examine and analyze the effect of Organizational Commitment on Employee Performance at the Representative Office of Bank Indonesia, Riau Islands Province.
6. To examine and analyze the effect of Organizational Culture on Employee Performance with Organizational Commitment as an intervening variable at the Representative Office of Bank Indonesia, Riau Islands Province.
7. To examine and analyze the effect of Teamwork on Employee Performance with Organizational Commitment as an intervening variable at the Representative Office of Bank Indonesia, Riau Islands Province.

Employee Performance

According to Luthans (2018), employee performance is defined as behavior that directly contributes to the achievement of organizational goals. Employee performance is not only related to results but also the process and manner in which employees carry out their work.

Employee Performance Indicators

According to Luthans (2018), employee performance indicators are as follows:

1. Achievement of targets or goals set by the organization.
2. Quality of work performed, including accuracy and precision of results.
3. Speed in completing tasks.
4. Initiative to make decisions and take action.
5. Ability to cooperate with colleagues in a team.
6. Ability to solve problems or challenges faced.

Organizational Culture

According to Robinson and Judge (2018), organizational culture is a set of values and norms formed by members of an organization and serves as a guideline for their behavior in carrying out organizational tasks and activities. This culture functions as a tool to align individual behavior with organizational goals.

Organizational Culture Indicators

According to Robinson and Judge (2018), organizational culture indicators include:

1. Values and beliefs held by members of the organization.
2. Norms governing individual behavior within the organization.
3. Communication methods within the organization (formal or informal).
4. Cultural symbols or artifacts (e.g., logo, language, organizational rituals).
5. Perception of change and innovation.

Teamwork

According to Katzenbach and Smith (2018), teamwork is defined as a group of individuals with a common goal striving to achieve it by sharing information, tasks, and responsibilities. Team success is determined by how well team members can work together cooperatively.

Teamwork Indicators

According to Katzenbach and Smith (2018), teamwork indicators are as follows:

1. Trust among team members. (Team members feel comfortable sharing ideas and information).
2. Commitment to team goals. (Each member is committed to achieving common goals).
3. Good coordination among members. (Members have effective coordination skills).
4. Clear roles and understanding of each member's role.
5. Ability to resolve conflicts constructively.

Organizational Commitment

According to Meyer and Allen (2018), organizational commitment refers to the extent to which an individual feels bound or involved with the organization. They identify three main components of organizational commitment: affective commitment (emotional bond), normative commitment (sense of obligation), and continuance commitment (calculation based on benefits).

Organizational Commitment Indicators

According to Meyer and Allen (2018), the three main components of organizational commitment each have the following indicators:

1. Affective Commitment (Emotional):
 - a) Love for the organization.
 - b) Desire to remain working in the organization due to emotional attachment.
 - c) Identification with the organization's goals and values.
2. Normative Commitment (Obligation):
 - a) Sense of responsibility and obligation to remain working in the organization.
 - b) Feeling that leaving the organization would violate norms or ethics.
3. Continuance Commitment (Calculative):
 - a) Practical considerations regarding costs incurred if leaving the organization (e.g., loss of benefits or career guarantees).
 - b) Calculation of the benefits and losses of staying or changing jobs.

Conceptual Framework

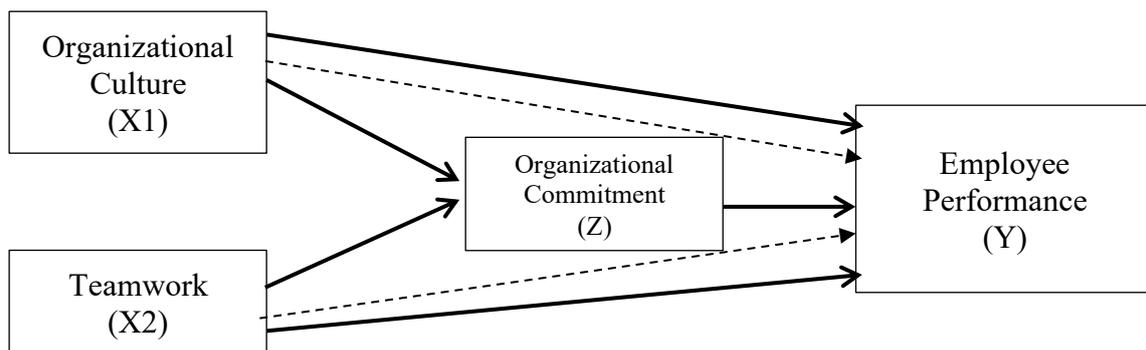


Figure 1. Conceptual Framework

Hypotheses

1. Organizational culture has a positive and significant effect on Employee Performance at the Representative Office of Bank Indonesia, Riau Islands Province.
2. Teamwork has a positive and significant effect on Employee Performance at the Representative Office of Bank Indonesia, Riau Islands Province.
3. Organizational culture has a positive and significant effect on Organizational Commitment at the Representative Office of Bank Indonesia, Riau Islands Province.
4. Teamwork has a positive and significant effect on Organizational Commitment at the Representative Office of Bank Indonesia, Riau Islands Province.
5. Organizational Commitment has a positive and significant effect on Employee Performance at the Representative Office of Bank Indonesia, Riau Islands Province.
6. Organizational culture has a positive and significant effect on Employee Performance with Organizational Commitment as an intervening variable at the Representative Office of Bank Indonesia, Riau Islands Province.
7. Teamwork has a positive and significant effect on Employee Performance with Organizational Commitment as an intervening variable at the Representative Office of Bank Indonesia, Riau Islands Province.

Research Method

Research Type

According to Sugiyono (2017), quantitative research methods can be defined as research methods based on the philosophy of positivism, used to study specific populations or samples, sampling techniques are generally done randomly, data collection uses research instruments, data analysis is quantitative/statistical, with the aim to test predetermined hypotheses. This research uses a quantitative research type.

Research Location and Time

This research was conducted at Bank Indonesia, Batam City, Riau Islands, Jl. Engku Putri No. 1 Tlk Tering, Kecamatan. Batam Kota, Batam City, Riau Islands 29432. The research time was 2 months from November to December 2025.

Population

Population, according to Sugiyono (2017), is the generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions are drawn. The population of this study is 45 employees.

Sample

According to Sugiyono (2017), a sample is part of the number of the population. The number of samples used is the entire population in the organization, which is 45 employees, and the sampling technique used is a saturated sample.

Research Data Source

Primary data, according to Sugiyono (2017), is a data source that directly provides data to the data collector. The primary data in this research is the questionnaire distributed to respondents. The data source used in this research is primary data source.

Data Collection Technique

According to Sugiyono (2017), a questionnaire is a data collection method conducted by giving a set of written questions or statements to respondents to answer. This research uses and distributes questionnaires to respondents who are used as samples as a data collection technique.

Data Analysis Technique

The data analysis technique used in this research is quantitative data analysis method. Data analysis in this research uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software run on a computer.

Measurement Model (Outer Model)

The procedure in testing the measurement model consists of validity test and reliability test.

1. Validity Test
2. Validity Test

Structural Model (Inner Model)

This test is conducted to determine the relationship between exogenous and endogenous constructs that have been hypothesized in this research (Hair et al., 2017). To generate inner model testing values, the step in SmartPLS is performed using the bootstrapping method. The structural model is evaluated using R-square for dependent variables, the Stone-Geisser Q-square test for predictive relevance, and t-test and significance of the structural path coefficient parameters with explanations as follows:

1. Coefficient of Determination / R Square (R²)
2. Predictive Relevance (Q²)
3. t-Statistic
4. Path Coefficient
5. Model Fit

Path Analysis

This research uses the Path Analysis research model. Path analysis is part of a regression model that can be used to analyze causal relationships between one variable and another. According to Sugiyono (2017), path analysis is part of a regression model that can be used to analyze causal relationships between one variable and another. Path analysis is used employing correlation, regression, and paths to determine the path to the intervening variable.

Results

Outer Model Analysis

The detailed relationship between latent variables and manifest variables can be known by using the measurement model testing, also known as outer model testing. This test has reliability, discriminant validity, and convergent validity.

Convergent Validity

Factor loadings indicate this test, the threshold value is 0.7, and the extracted threshold is Average Variance Extracted (AVE) set at 0.5; values above this indicate validity. This shows that if the indicator value > 0.7 can explain the construct variable, then the indicator value is considered valid. The research structural model is depicted in the following figure:

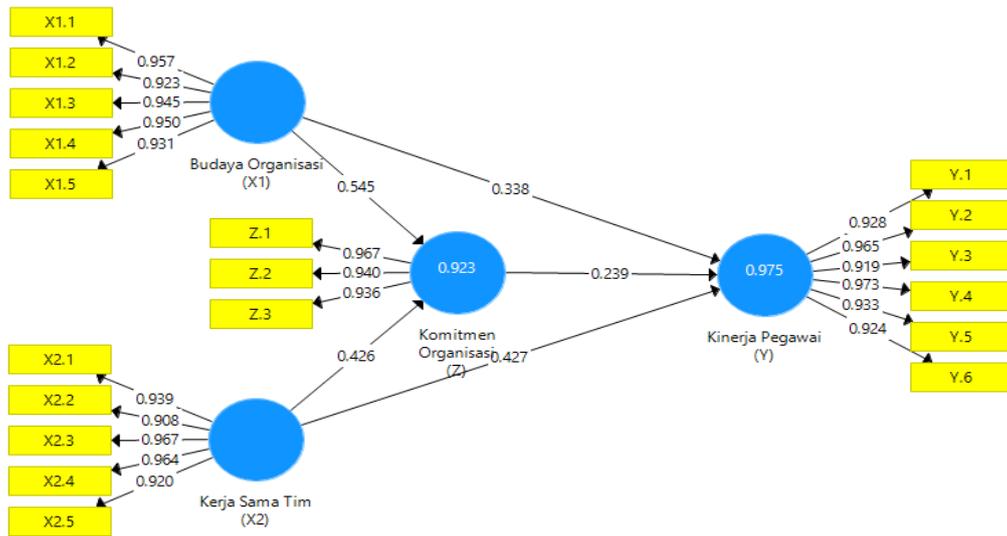


Figure 2. Outer Model

Source : Smart PLS 3.3.3.

Smart PLS output for loading factor provides results in the following table: Outer Loadings In this study, there are equations and they consist of two substructures.

for substructure 1

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0.545 + 0.426 + e_1$$

for substructure 2

$$Y = b_4X_1 + b_5X_2 + b_7Z + e_2$$

$$Y = 0.338 + 0.427 + 0.239 + e_2$$

Table 1. Outer Loadings

	Organizational Culture_(X1)	Teamwork_(X2)	Employee Performance_(Y)	Organizational Commitment_(Z)
X1.1	0,957			
X1.2	0,923			
X1.3	0,945			
X1.4	0,950			
X1.5	0,931			
X2.1		0,939		
X2.2		0,908		
X2.3		0,967		
X2.4		0,964		
X2.5		0,920		
Y.1			0,928	
Y.2			0,965	
Y.3			0,919	
Y.4			0,973	
Y.5			0,933	
Y.6			0,924	
Z.1				0,967
Z.2				0,940
Z.3				0,936

Source : Smart PLS 3.3.3.

Table 1 shows the Outer Loadings values for the indicators of the four research variables: Organizational Culture (X1), Teamwork (X2), Employee Performance (Y), and Organizational Commitment (Z). All indicators show high values, above 0.9, which indicates each indicator strongly represents its respective latent variable. In other words, these indicators are valid and reliable in measuring the variable constructs in question. The high outer loadings values also indicate very good convergent validity, so all indicators are suitable for further SEM analysis.

Discriminant Validity

The next analysis step is to determine which data is valid in terms of discriminant validity. The goal is to find out if the cross-loading value is greater compared to other variables to determine the indicator's sensitivity to a high correlation related to the constructs in the table below, which presents the validity assessment results as follows:

Table 2. Discriminant Validity

	Organizational Culture (X1)	Teamwork (X2)	Employee Performance (Y)	Organizational Commitment (Z)
X1.1	0,957	0,949	0,954	0,955
X1.2	0,923	0,876	0,930	0,919
X1.3	0,945	0,866	0,891	0,860
X1.4	0,950	0,879	0,890	0,851
X1.5	0,931	0,911	0,906	0,887
X2.1	0,888	0,939	0,910	0,857
X2.2	0,840	0,908	0,894	0,857
X2.3	0,930	0,967	0,954	0,938
X2.4	0,906	0,964	0,936	0,922
X2.5	0,914	0,920	0,887	0,869
Y.1	0,911	0,905	0,928	0,895
Y.2	0,936	0,962	0,965	0,949
Y.3	0,898	0,866	0,919	0,868
Y.4	0,939	0,967	0,973	0,917
Y.5	0,890	0,917	0,933	0,892
Y.6	0,912	0,882	0,924	0,921
Z.1	0,920	0,923	0,927	0,967
Z.2	0,888	0,886	0,901	0,940
Z.3	0,898	0,881	0,914	0,936

Source : Smart PLS 3.3.3.

Table 2 shows the Discriminant Validity among indicators and variables. The high values on the diagonal indicate that each indicator is more strongly associated with its own variable compared to other variables. This indicates that all indicators can distinguish the measured variables well, so discriminant validity is fulfilled.

Composite reliability

For each variable in the research, composite reliability is compared with its reliability value; if the variable value is higher than 0.60 then the research is considered reliable; if between 0.60 and 0.7, then not. The table below shows various blocks used to assess the research's validity and reliability, including the AVE value, composite reliability, and Cronbach's Alpha value:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
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Organizational Culture_(X1)	0,968	0,975	0,886
Teamwork_(X2)	0,967	0,974	0,884
Employee Performance_(Y)	0,974	0,979	0,885
Organizational Commitment_(Z)	0,943	0,964	0,898

Source : Smart PLS 3.3.3.

Table 3 displays the results of Construct Reliability and Validity for the four research variables, namely Organizational Culture (X1), Teamwork (X2), Employee Performance (Y), and Organizational Commitment (Z). Based on the table, all variables have Cronbach's Alpha and Composite Reliability values above 0.9, indicating that the internal consistency of their indicators is very high. Furthermore, the Average Variance Extracted (AVE) value for each variable is above 0.8, indicating that these variables are able to explain most of the variance of their indicators and have very good convergent validity. In other words, all research constructs are reliable and valid for use in further SEM analysis.

Inner Model Analysis

To ensure that the developed fundamental model is reliable and accurate, the structural model, or inner model, is evaluated. A number of markers, including the following, indicate the stages of examination conducted during the main model assessment:

Coefficient of Determination (R²)

Based on data processing that has been done using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Employee Performance_(Y)	0,975	0,974

Source : Smart PLS 3.3.3.

Table 4 shows the R Square and Adjusted R Square values for the Employee Performance variable (Y), which are 0.975 and 0.974 respectively. This indicates that 97.5% of the variation in Employee Performance can be explained by the independent variables in the model, showing very high predictive power.

Hypothesis Testing

The relationship between variables and data in this example must be ensured after the inner model is created. T-Statistics and P-Values are examined to perform statistical analysis in this case study. To determine if the P-Values < 0.05 and T-Insights > 1.96, speculation is used. The Impact of the Path Coefficient Impact over time is as follows:

Table 5. Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistik (O/STDEV)	P Values	Results
Organizational Culture_(X1) -> Employee Performance_(Y)	0,338	2,673	0,004	Diterima
Organizational Culture_(X1) -> Organizational Commitment_(Z)	0,545	3,831	0,000	Diterima
Teamwork_(X2) -> Employee Performance_(Y)	0,427	4,671	0,000	Diterima
Teamwork_(X2) -> Organizational Commitment_(Z)	0,426	2,977	0,002	Diterima

Organizational Commitment_(Z) -> Kinerja Pegawai_(Y)	0,239	2,362	0,009	Diterima
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Source : Smart PLS 3.3.3.

1. Organizational Culture on Employee Performance: The analysis results show a path coefficient value of 0.338 with T-statistic 2.673 and p-value 0.004. This value is significant at the 5% level, so the hypothesis that Organizational Culture has a positive effect on Employee Performance is accepted.
2. Organizational Culture on Organizational Commitment: Organizational Culture has a positive effect on Organizational Commitment with a path coefficient of 0.545, T-statistic 3.831, and p-value 0.000. This result is significant, so the hypothesis is accepted.
3. Teamwork on Employee Performance: Teamwork has a positive effect on Employee Performance with a path coefficient of 0.427, T-statistic 4.671, and p-value 0.000, showing a significant effect and the hypothesis is accepted.
4. Teamwork on Organizational Commitment: The results show a path coefficient of 0.426, T-statistic 2.977, and p-value 0.002. Thus, Teamwork has a positive and significant effect on Organizational Commitment, so the hypothesis is accepted.
5. Organizational Commitment on Employee Performance: Organizational Commitment has a positive effect on Employee Performance with a path coefficient of 0.239, T-statistic 2.362, and p-value 0.009. This result is significant, so the hypothesis is accepted.

Table 6. Path Coefficients (Indirect Effect)

	Sample Original (O)	T Statistik (O/STDEV)	P Values	Results
Organizational Culture_(X1) -> Organizational Commitment_(Z) -> Employee Performance_(Y)	0,131	2,148	0,016	Accepted
Teamwork_(X2) -> Organizational Commitment_(Z) -> Employee Performance_(Y)	0,102	1,625	0,052	Rejected

Source : Smart PLS 3.3.3.

1. Indirect effect of Organizational Culture on Employee Performance through Organizational Commitment The analysis results show a path coefficient value of 0.131 with T-statistic 2.148 and p-value 0.016. This value is significant at the 5% level, so Organizational Commitment is proven to significantly mediate the influence of Organizational Culture on Employee Performance, and the hypothesis is stated as accepted.
2. Indirect effect of Teamwork on Employee Performance through Organizational Commitment The results show a path coefficient of 0.102 with T-statistic 1.625 and p-value 0.052. This value does not meet the 5% significance threshold, so Organizational Commitment does not significantly mediate the influence of Teamwork on Employee Performance, and the hypothesis is stated as rejected.

Conclusion

The conclusions of this research are as follows:

1. Organizational Culture on Employee Performance Organizational Culture is proven to have a positive and significant effect on Employee Performance, so the hypothesis is accepted.
2. Organizational Culture on Organizational Commitment Organizational Culture has a positive and significant effect on Organizational Commitment, so the hypothesis is accepted.
3. Teamwork on Employee Performance Teamwork has a positive and significant effect on Employee Performance, so the hypothesis is accepted.
4. Teamwork on Organizational Commitment Teamwork has a positive and significant effect on Organizational Commitment, so the hypothesis is accepted.

5. Organizational Commitment on Employee Performance Organizational Commitment has a positive and significant effect on Employee Performance, so the hypothesis is accepted.
6. Organizational Culture on Employee Performance through Organizational Commitment Organizational Commitment significantly mediates the effect of Organizational Culture on Employee Performance, so the hypothesis is accepted.
7. Teamwork on Employee Performance through Organizational Commitment Organizational Commitment does not significantly mediate the effect of Teamwork on Employee Performance, so the hypothesis is rejected.

Suggestions

1. Enhancement of Organizational Culture Management needs to strengthen organizational culture through clear work values, open internal communication, and exemplary leadership, as organizational culture is proven to play an important role in increasing employee commitment and performance.
2. Optimization of Teamwork: The company needs to improve teamwork through teamwork training, team-building activities, and clear task division so that interaction among employees can run effectively and have a direct impact on improving performance.
3. Strengthening Organizational Commitment: To increase employee commitment, the organization can provide performance-based rewards, transparency in career paths, and create a work environment that values each individual's contribution.
4. Improvement of Employee Performance: The organization needs to provide competency development programs and a structured performance evaluation system so that employees remain motivated to improve professionalism and productivity.

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