



THE INFLUENCE OF COMMUNICATION, LEADERSHIP, WORK DISCIPLINE, AND WORK CULTURE ON EMPLOYEE PERFORMANCE AND ORGANIZATIONAL COMMITMENT

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ABSTRACT

In today's dynamic and competitive organizational environment, employee performance and organizational commitment are critical factors that determine organizational sustainability and competitiveness. Effective communication, strong leadership, high work discipline, and a supportive work culture are considered fundamental elements that can enhance employee attitudes and behaviors in achieving organizational goals. However, the extent to which these factors simultaneously influence employee performance and organizational commitment requires empirical investigation. This study aims to analyze the influence of communication, leadership, work discipline, and work culture on employee performance and organizational commitment. The research employed a quantitative approach with a sample of 186 respondents. The sampling technique used purposive sampling. Primary data were collected using structured questionnaires distributed to employees. Data analysis was conducted using Structural Equation Modeling (SEM) with the assistance of AMOS software to examine both direct and indirect relationships among variables. The results indicate that communication, leadership, work discipline, and work culture have a positive and significant effect on employee performance. Furthermore, communication, leadership, work discipline, and work culture also have a positive and significant effect on organizational commitment. In addition, organizational commitment is proven to have a positive and significant effect on employee performance.

Keywords: communication; employee performance; leadership; organizational commitment; work culture; work discipline

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INTRODUCTION

In an era of global competition and increasingly dynamic organizational transformation, employee performance is one of the key factors determining the success and sustainability of an organization (Enrico, 2020). Organizations are required to be able to manage human resources effectively in order to achieve the strategic goals that have been set (Poniwatie & Mahsina, 2018). Besides performance, organizational commitment is also a crucial aspect because it reflects the level of employee engagement, loyalty, and willingness to contribute optimally to the organization. High organizational commitment will drive increased productivity, reduce turnover rates, and create sustainable job stability (Setiawan & Widjaja, 2018).

As first-level healthcare facilities, community health centers (Puskesmas) play a strategic role at the forefront of public and individual health efforts. As institutions directly addressing the community's basic needs, puskesmas are required to provide high-quality, equitable, and sustainable services. The quality of these services is largely determined by the performance of their employees, both healthcare and non-healthcare personnel, who carry out promotive, preventive, curative, and rehabilitative functions (Fridolin et al., 2022).

In practice, employee performance assessments in community health centers generally refer to indicators of program achievement, discipline, work responsibility, service quality, and teamwork. The assessment system is often linked to Employee Performance Targets (SKP), work behavior

evaluations, and achievement of Minimum Service Standards (SPM) indicators. However, various challenges remain, such as high workloads, limited resources, imbalanced workforce distribution, and suboptimal internal communication, which can impact optimal performance (Putri et al., 2024).

On the other hand, organizational commitment within the community health center environment is a crucial factor in maintaining the stability and consistency of service delivery. Organizational commitment is reflected in employee loyalty, a sense of belonging, and the willingness to remain and contribute optimally to achieving the community health center's vision and mission. Field conditions indicate that levels of commitment can vary, influenced by the leadership style of the community health center head, the evolving work culture, the reward system, and the established work climate. Low organizational commitment can result in decreased motivation, increased absenteeism, and even poor quality of service to the community (Handoko & Rambe, 2018).

Therefore, improving employee performance and strengthening organizational commitment in community health centers are crucial issues. Improvement efforts should not only focus on the technical aspects of service, but also on strengthening communication, leadership, work discipline, and work culture as the primary foundation for creating professional and integrated human resources in providing health services to the community (Afrilyan et al., 2017).

Various factors are believed to influence employee performance and organizational commitment, including communication, leadership, work discipline, and work culture (Maghfirah, 2023). Effective communication allows for clear, open, and accurate information between leaders and employees, thereby minimizing misunderstandings and improving work coordination. Furthermore, leadership plays a strategic role in directing, motivating, and inspiring employees to achieve organizational goals. The right leadership style can create a conducive work environment and increase employee morale and responsibility (Arsabani & Hadianti, 2019).

Work discipline is also a crucial factor in supporting optimal performance. Employees with a high level of discipline tend to comply with rules, respect time, and complete tasks according to established standards (Arsabani & Hadianti, 2019). In addition, a positive work culture that reflects the values, norms, and habits developed within the organization will shape productive and collaborative work behaviors. A strong work culture can act as a social glue that strengthens organizational commitment (Djatola, 2019).

Although various studies have discussed the influence of each of these variables on performance and organizational commitment, a study that simultaneously integrates all four variables is needed to determine their direct and indirect effects on employee performance through organizational commitment. Therefore, this research is crucial in providing an empirical overview of the structural relationship between communication, leadership, work discipline, work culture, organizational commitment, and employee performance.

Based on this description, this study aims to analyze the influence of communication, leadership, work discipline, and work culture on employee performance and organizational commitment, and to examine the role of organizational commitment in improving employee performance. The results are expected to provide theoretical contributions to the development of human resource management science and provide practical considerations for organizations in formulating strategies to improve performance and strengthen employee commitment.

METHOD

This study uses a quantitative approach with an explanatory design. The aim is to analyze the influence of communication (X1), leadership (X2), work discipline (X3), and work culture (X4) on employee performance (Y2), with organizational commitment (Y1) as an intervening variable. Data collection was conducted through interviews and the distribution of structured questionnaires to

respondents who met the research criteria. The population in this study was all 1,070 community health center employees in Demak Regency.

The sampling technique used purposive sampling, which involves the deliberate selection of respondents based on specific criteria relevant to the research objectives. The sample size was 186 employees from 31 community health centers, with six respondents from each community health center. The inclusion criteria included community health center heads, doctors, and administrative staff with a maximum of five years of service and holding civil servant (ASN) status, as well as nurses, midwives, and nutritionists with a minimum of five years of service and holding ASN status. This criterion was used to ensure that respondents had adequate work experience and an understanding of the managerial and operational systems of community health centers.

The research instrument used a questionnaire developed based on indicators for each variable. The communication variable was measured using vertical communication, horizontal communication, communication from the organization to the audience, and communication from the audience to the organization. The leadership variable was measured using instructive, consultative, participatory, and delegative functions. Work discipline was measured using indicators such as attendance, adherence to schedules, work quality, adherence to rules, and work initiative. Work culture was measured using the dimensions of risk-taking, attention to detail, results orientation, people orientation, team orientation, and stability. Organizational commitment was measured using indicators such as trust in and acceptance of the organization's values and goals, involvement in the organization, willingness to exert effort for the benefit of the organization, consideration of the benefits of remaining employed, consideration of the costs of leaving the organization, and willingness to work and take responsibility for advancing the organization. Meanwhile, employee performance was measured using the amount of work completed, punctuality, attendance, teamwork skills, and ability to work independently.

Validity and reliability tests were conducted to ensure that the research instrument measured variables accurately and consistently. Validity testing was conducted through Confirmatory Factor Analysis (CFA) within a Structural Equation Modeling (SEM) framework, examining the loading factor values of each indicator against the latent variable construct. The test results showed that all indicators for communication, leadership, work discipline, work culture, organizational commitment, and employee performance had loading factor values above the minimum required threshold (≥ 0.50). This indicates that each indicator is valid because it significantly represents the construct being measured.

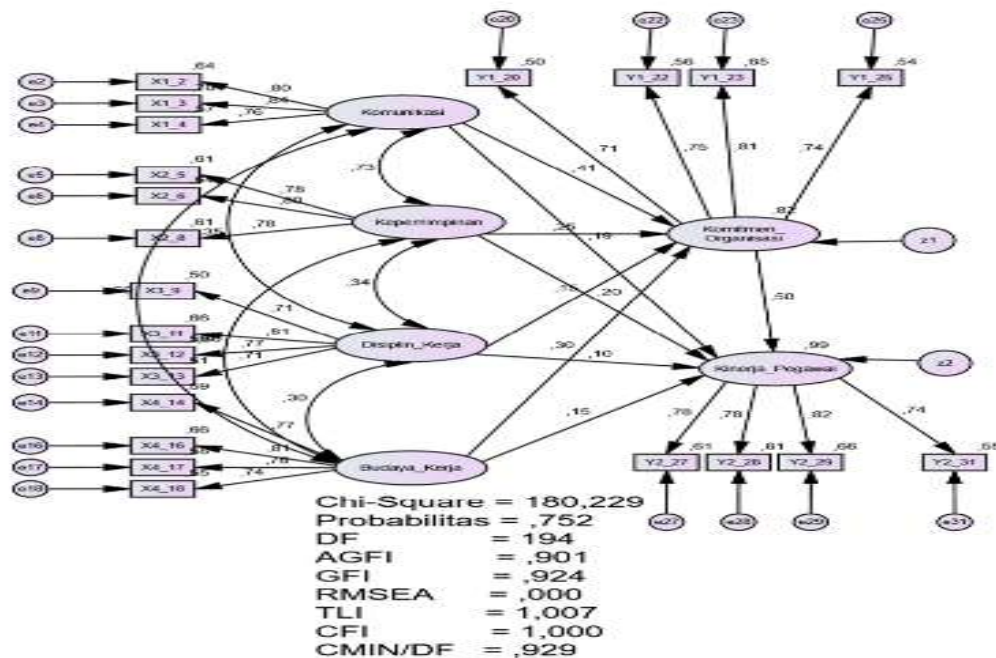
Furthermore, construct validity was further strengthened by Average Variance Extracted (AVE) values above 0.50 for each variable, indicating that the latent variable explained more than 50% of the indicator's variance. Therefore, the research instrument met convergent validity criteria. Reliability testing was conducted by examining the Construct Reliability (CR) and/or Cronbach's Alpha coefficients. The analysis showed that all variables had CR and Cronbach's Alpha values above 0.70, thus being considered reliable. These values indicate that the instrument has a good level of internal consistency and is capable of producing stable data when repeated measurements are conducted under relatively similar conditions. Based on the results of the validity and reliability tests, it can be concluded that all instruments used in this study are suitable and meet the requirements as valid and reliable measurement tools for analyzing the influence of communication, leadership, work discipline, and work culture on organizational commitment and employee performance.

Data analysis was conducted using a hierarchical structural model using the Structural Equation Modeling (SEM) approach operated by the AMOS program. SEM was chosen based on the consideration that this technique is capable of simultaneously examining complex causal relationships, both direct and indirect influences between latent variables in a single integrated

model. Thus, this method allows for a comprehensive and accurate examination of the role of organizational commitment as an intervening variable in the relationship between communication, leadership, work discipline, work culture, and employee performance.

RESULT

The results of the structural equation modeling analysis in this study can be seen in the figure below.



Sumber: Hasil analisis, 2025.

Gambar 4.3
 Konfirmatori Full Model SEM

Regression Weight

Referring to the results of the final stage of testing the overall model, the mathematical model equation can be written in the form of a Structural Equation Model (SEM) as follows:

The first structural equation is the equation for organizational commitment (Y1):

$$Y1 = 0,407X1 + 0,249X2 + 0,150X3 + 0,304X4$$

The second structural equation is the equation for employee performance (Y2):

$$Y2 = 0,195X1 + 0,201X2 + 0,102X3 + 0,147X4 + 0,495Y1.$$

The coefficient of determination for organizational commitment (Y1) is 0.825, meaning that 82.5% of the variation in organizational commitment can be explained by four main factors: communication, leadership, work discipline, and work culture. This figure indicates that the model used adequately describes organizational commitment, although there is still 17.5% of the variation that cannot be explained by the model, which is likely caused by factors other than the variables studied. For employee performance (Y2), the coefficient of determination obtained is 0.989, indicating that 98.9% of the variation in employee performance can be explained by communication, leadership, work discipline, work culture, and organizational commitment. With this very high R^2 value, the model can be said to be very effective in describing employee performance, with only about 1.1% of the variation possibly caused by other external factors not included in the model.

Hypothesis Testing

The direct and indirect effects of exogenous variables on endogenous variables can be explained as follows:

- 1) H1: Communication has a positive and significant effect on employee performance. The regression coefficient for the path from Communication to Employee Performance is 0.195, with a critical ratio (CR) of 2.062 and a p-value of 0.039. The p-value is less than 0.05, indicating a significant effect.
- 2) H2: Leadership has a positive and significant effect on employee performance. The regression coefficient for Leadership to Employee Performance is 0.201, with a CR of 2.471 and a p-value of 0.013. This indicates that effective leadership serves as a key driver in an organization.
- 3) H3: Work discipline has a positive and significant effect on employee performance. The regression coefficient from Work Discipline to Employee Performance is 0.102, with a CR of 2.070 and a p-value of 0.038. This indicates that work discipline is closely related to the quality and quantity of an employee's work.
- 4) H4: Work culture has a positive and significant effect on employee performance. The regression coefficient for Work Culture on Employee Performance is 0.147, with a C.R. of 2.065 and a p-value of 0.039.
- 5) H5: Communication has a positive and significant effect on organizational commitment. The regression coefficient for Communication on Organizational Commitment is 0.407, with a C.R. of 3.976 and a p-value of 0.000.
- 6) H6: Leadership has a positive and significant effect on organizational commitment.
- 7) H7: Work discipline has a positive and significant effect on organizational commitment. The regression coefficient for Work Discipline on Organizational Commitment is 0.150, with a C.R. of 2.523 and a p-value of 0.012. The regression coefficient for Leadership on Organizational Commitment is 0.249, with a C.R. of 2.526 and a p-value of 0.012.
- 8) H8: Work culture has a positive and significant effect on organizational commitment. The regression coefficient for Work Culture on Organizational Commitment is 0.304, with a C.R. of 3.841 and a p-value of 0.000.
- 9) H9: Organizational commitment has a positive and significant effect on employee performance. The regression coefficient for Organizational Commitment on Employee Performance is 0.495, with a C.R. of 3.390 and a p-value of 0.000.

DISCUSSION

Indirect Effect Analysis

Communication → Organizational Commitment → Employee Performance

The analysis results show that communication has a direct effect on employee performance with an estimated value of 0.195. This finding indicates that the more effective communication within an organization, the higher employee performance. Clear, open, and two-way communication allows for accurate information delivery, reduces misunderstandings, and improves coordination and collaboration between employees (Ulansari et al., 2015). In the context of public service organizations such as community health centers, effective communication also supports the smooth implementation of tasks, accuracy of services, and responsiveness to community needs (WHO, 2020).

In addition to its direct influence, communication also has an indirect effect on employee performance through organizational commitment, with an estimated value of 0.201. This value is greater than its direct influence, indicating that organizational commitment plays a significant role as an intervening variable. This means that effective communication not only has a direct impact on performance improvement but also first strengthens employee commitment to the organization, which then has implications for performance improvement (Indrayani et al., 2024).

Theoretically, good communication creates a sense of appreciation, involvement, and trust in the organization among employees (Aesthetika, 2018). When employees feel heard and receive transparent information, they tend to have higher levels of emotional engagement and loyalty. This

strong organizational commitment drives employees to perform optimally, demonstrate greater responsibility, and consistently strive to achieve organizational targets (Nara, 2020).

Furthermore, the greater magnitude of the indirect effect compared to the direct effect indicates that performance improvement strategies are not sufficient by simply improving the technical aspects of communication; they must also be directed at building organizational commitment. In other words, effective communication will be more meaningful if it fosters a sense of belonging, pride, and loyalty among employees towards the organization.

Thus, organizational commitment has been proven to function as an effective intervening variable in strengthening the relationship between communication and employee performance. The practical implication of this finding is the need to develop an internal communication system that is participatory, transparent, and oriented towards strengthening organizational values, thereby increasing commitment and ultimately impacting sustainable employee performance improvement.

Leadership → Organizational Commitment → Employee Performance

The results of the study indicate that leadership has a positive direct effect on employee performance with an estimated value of 0.201. This finding confirms that leadership quality plays a crucial role in directly improving employee performance. Leaders who are able to provide clear direction, build motivation, make appropriate decisions, and serve as role models at work will encourage employees to carry out their duties more effectively and responsibly. In the context of public service organizations, strong leadership is also able to create good coordination, accelerate problem solving, and maintain teamwork stability (Angkow et al., 2018). Meanwhile, the indirect effect of leadership on employee performance through organizational commitment has an estimated value of 0.124, which is smaller than its direct effect. This indicates that although leadership contributes to shaping organizational commitment, commitment's role as an intervening variable in this relationship is not as strong as leadership's direct effect on performance (Ningtyas et al., 2018).

Conceptually, leadership can increase organizational commitment by creating a clear vision, emotional support, and harmonious working relationships (Harahap & Khair, 2019). However, in this study's findings, the impact of leadership on performance occurs more through direct mechanisms, such as providing instructions, supervision, performance evaluation, and daily work motivation. This means that employees experience the influence of leadership directly in carrying out their tasks without first having to increase their organizational commitment. Thus, organizational commitment does not function as a dominant intervening variable in the relationship between leadership and employee performance. Leadership has a stronger and more immediate driving force on performance than the indirect pathway through organizational commitment (Marjaya & Pasaribu, 2019). The implication is that improving leadership quality by strengthening managerial skills, communication, decision-making, and motivation is a highly effective strategy for enhancing employee performance. However, strengthening organizational commitment remains important as a supporting factor, but not as the primary pathway in the relationship between leadership and employee performance.

Work Discipline → Organizational Commitment → Employee Performance

The results of the study indicate that leadership has a positive direct effect on employee performance, with an estimated value of 0.201. This finding confirms that leadership quality plays a significant role in directly improving employee performance. Leaders who are able to provide clear direction, build motivation, make appropriate decisions, and serve as role models at work will encourage employees to carry out their duties more effectively and responsibly (Ambarwati, 2018). In the context of public service organizations, strong leadership is also able to create good coordination, accelerate problem solving, and maintain teamwork stability (Lora et al., 2022). Meanwhile, the indirect effect of leadership on employee performance through organizational commitment has an estimated value of 0.124, which is smaller than its direct effect. This indicates that although leadership contributes to shaping organizational commitment, its role as an

intervening variable in this relationship is not as strong as its direct effect on performance.

Conceptually, leadership can indeed increase organizational commitment by creating a clear vision, emotional support, and harmonious working relationships (Sakdiah, 2016). However, the findings of this study indicate that the impact of leadership on performance occurs more through direct mechanisms, such as providing instructions, supervision, performance evaluation, and daily work motivation. This means that employees experience the influence of leadership directly in carrying out their tasks without first having to increase their organizational commitment. Thus, organizational commitment does not function as a dominant intervening variable in the relationship between leadership and employee performance. Leadership has a stronger and more immediate impact on performance than the indirect pathway through organizational commitment. Consequently, improving leadership quality by strengthening managerial skills, communication, decision-making, and motivation is a highly effective strategy for improving employee performance. However, strengthening organizational commitment remains important as a supporting factor, but not as the primary pathway in the relationship between leadership and employee performance (Rahmaniah et al., 2020).

Work Culture → Organizational Commitment → Employee Performance

The results of the study indicate that work culture has a direct positive effect on employee performance, with an estimated value of 0.147. This finding indicates that a conducive work culture that emphasizes collaboration, responsibility, professionalism, and an orientation toward collective achievement can directly drive improved employee performance. A strong work culture shapes behavioral patterns and work habits that align with the organization's vision and mission, thus enabling employees to be more focused in carrying out their duties (Djatola, 2019). A positive work culture also creates a supportive environment, boosts morale, and strengthens teamwork. In public service organizations, a work culture that emphasizes integrity, discipline, and excellent service will directly contribute to improving the quality and effectiveness of public services. Therefore, work culture is not only a normative value but also serves as a tangible performance driver. (Dewi et al., 2023).

In addition to its direct influence, work culture also has an indirect influence on employee performance through organizational commitment, with an estimated value of 0.151, which is slightly larger than its direct influence. This indicates that organizational commitment plays a significant role as an intervening variable in the relationship between work culture and employee performance. In other words, a good work culture not only directly improves performance but also strengthens employees' emotional attachment, loyalty, and sense of belonging to the organization, which ultimately impacts performance improvement. (Komite Keperawatan, 2017). Conceptually, work culture shapes a shared identity and values within an organization. When employees perceive the organization's values as aligned with their own, their level of organizational commitment increases. High levels of commitment encourage employees to work harder, demonstrate greater dedication, and strive to make their best contribution to the organization (Handoko & Rambe, 2018). Thus, organizational commitment has been shown to function effectively as an intervening variable between work culture and employee performance. The practical implication of these findings is the importance of building and maintaining a positive and sustainable work culture, as it not only directly impacts performance but also strengthens employee commitment, ultimately increasing their contribution to achieving organizational goals.

CONCLUSION

Based on the results of the research analysis, it can be concluded that communication, leadership, work discipline, and work culture have been shown to have a positive and significant influence on employee performance at Community Health Centers in Demak Regency. These findings indicate that the more effective the communication, the better the quality of leadership, the higher the level of work discipline, and the stronger the implemented work culture, the more optimal employee performance in carrying out their duties and responsibilities. Furthermore, communication,

leadership, work discipline, and work culture have also been shown to have a positive and significant influence on organizational commitment at the Community Health Centers in Demak Regency. This indicates that these four factors play a crucial role in building employee loyalty, a sense of belonging, and attachment to the organization.

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