

The Effect of Organizational Commitment, Service Quality and Employee Performance on Community Satisfaction in Pamong Praja Police Officers, Sungai Penuh City

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Abstract

This study aims to determine the effect of organizational commitment, service quality, and employee performance on community satisfaction on the employees of the Sungai Penuh City Civil Service Police Unit. The method used in this research is quantitative research with a descriptive approach. The population in this study are employees of the Sungai Penuh City Civil Service Police Unit. The sample used was 144 people using saturated sampling technique (census). The data analysis technique is multiple linear regression. The results showed that: (1) Organizational commitment has a positive and significant effect on community satisfaction. (2) Service quality has a positive and significant effect on community satisfaction. (3) Employee performance has a positive and significant effect on community satisfaction. (4) Organizational Commitment, Service Quality, Employee Performance Together have a positive and significant effect on community satisfaction in the Sungai Penuh City Civil Service Police Unit.

Keywords: Organizational commitment, service quality, employee performance, community satisfaction

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I. PRELIMINARY

Government in state life has the function of providing various public services needed by the community. One thing that is often still a problem in the relationship between the people and the government in the regions is in the field of public service, especially in terms of community satisfaction with the quality and service quality of government employees to the community. According to Putra et al (2015) community satisfaction is a comparison between people's beliefs, namely the customers themselves who will receive them with the quality of services they receive in the form of performance. The level of service quality is perceived as satisfactory and good, and if the quality of the service provided exceeds the expectations of the community it is perceived as ideal.

Among the authorities of the regional government in the administration of government affairs are the authority to enforce regional regulations, administer public order and order and protect the people, because with this authority, regional development can be carried out properly without obstacles or in other words, the enforcement of regional regulations and The implementation of public order and peace is one of the efforts to achieve regional stability.

To carry out these tasks and functions, a Civil Service Police Unit (Satpol PP) is formed in the regions, as stated in Article 255, Article 256 and Article 257 of Law No. 23 of 2014 concerning Regional Government. To implement the provisions in Article 257 paragraph (7), Government Regulation Number 16 of 2018 concerning the Civil Service Police Unit regulates the formation and organization, duties, functions and authorities, human resources, obligations of the Regional Government, coordination, guidance, supervision, awards, and reporting as well as PPNS qualification arrangements. In carrying out these tasks, Satpol PP employees are always in touch with the community.

In the process of public services carried out by Satpol PP employees of Sungai Penuh City, based on a preliminary survey through interviews with 25 people who received services, it is concluded that there are still problems of community dissatisfaction with services as can be seen in table 1

Table 1
Survey Early Public Service Civil service police Unit
Full River City

No.	Information	Community Satisfaction (%)	
		Satisfied	Not satisfied
1	Service procedure	40	60
2	Service time	32	68
3	Service competence	52	48
4	Employee behavior	44	56
5	Handling complaints, suggestions and input	40	60
Average		42	58

Source: Community Satisfaction Survey Results, 2020

Table 1 shows that the ratings on public services at Broadly speaking, the Civil Service Police Unit of Sungai Penuh City was declared dissatisfied with the assessment, namely 58%. In terms of service procedures by 60%, service time by 68%, service competence by 48%, employee behavior in providing services by 56% and handling complaints, suggestions and input to employees by 60%. Meanwhile, overall community satisfaction with public services at the Sungai Penuh City Civil Service Police Unit was 42% in the satisfied category.

In addition to the survey results on The Municipal Civil Service Police Unit of Sungai Penuh city, the many complaints and complaints from the public as service users are also conveyed either verbally, institutionally, or through printed and electronic media. The complaint concerns the dissatisfaction or disappointment of the community with the services provided by the Sungai Penuh City Civil Service Police Unit. This suggests that the services of the Sungai Penuh City Civil Service Police Unit need to be completely revamped.

Many factors affect community satisfaction. According to Lupiyoadi (2013: 158), one of the factors that must be considered to determine the level of satisfaction is service quality. According to Sutrisno and Mariyono (2016), the factors that influence community satisfaction are service quality and employee performance. Hildayanti, et al (2018) found that customer (community) satisfaction is influenced by value, service quality and organizational commitment.

II. METHOD

The population in this study are all people who make services at the Civil Service Police Unit of Sungai Penuh City. The number of samples in this study is not known so that the technique or formula is used according to the theory of Malhotra. According to Malhotra (2006: 291) the sample must be at least four or five times the number of question items. So in this study using 144 samples obtained from 4x36 (number of question items).

To see the direction of the relationship between the independent variable and the dependent variable, whether each independent variable is positively related or negative and to predict the value of the dependent variable if the value of the independent variable has decreased, with the formula according to Priyatno (2012: 83), namely:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e \dots \dots \dots (1)$$

Where :

- Y = Community satisfaction
- X1 = Organizational commitment
- X2 = Quality of service
- X3 = Employee performance
- a = Constant (Y value if X1, X2, Xn = 0)
- b = Regression coefficient
- e = Standard Error

III. RESEARCH RESULT

Normality Test Results

A good regression model is to have a normal or near normal residual distribution. The normality test used in this study is the One Sample Kolmogorof Smirnov test. This can be seen by comparing the asymp.sig (2

tailed) value with a significant level of 5%. If $asympt.sig (2\text{ tailed}) > 0.05$ then the data is normally distributed, but otherwise the data is not normally distributed. For normality test results can be seen in table 2.

Table 2
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		144
Normal Parameters ^{a, b}	Mean	,0000000
	Std. Deviation	6,07178965
	Absolute	,054
Most Extreme Differences	Positive	,045
	Negative	-,054
Kolmogorov-Smirnov Z		,646
Asymp. Sig. (2-tailed)		,798

a. Test distribution is Normal.

b. Calculated from data.

Source: Primary data processed, 2020

From table 2 it can be seen clearly, from the results of the normality test, the $asympt.sig (2\text{ tailed})$ value is $0.798 > 0.05$, it can be concluded that the data is normally distributed and meets the prerequisites for the classical assumption test.

Multicollinearity Test Results

This multicollinearity test is needed to determine whether there are independent variables that have similarities with other independent variables in one model. A good regression model should not have a correlation between the independent variables. To detect multicollinearity symptoms, the Variance Inflation Factor (VIF) value is identified. A common cut off value to indicate multicollinearity is a tolerance value ≤ 0.10 or equal to a VIF value ≥ 10 . A tolerance value ≥ 0.10 or equal to a VIF value ≤ 10 means that there is no multicollinearity between variables in the regression model. Based on the results of data processing that has been carried out, a summary of the results is shown in table 3.

Table 3
Multicollinearity test

Variable	Collinearity Statistics	
	Tolerance	VIF
Organizational commitment	0.438	2,283
Service quality	0.418	2,395
Employee Performance	0.777	1,288

Source: Primary data processed, 2020

Table 3 shows that each independent variable has a tolerance value > 0.10 . Meanwhile, the value of Variance Inflation Factor (VIF) < 10 , so it can be concluded that organizational commitment, service quality, and employee performance are free from multicollinearity symptoms so that further data processing stages can be carried out immediately.

Heteroscedasticity Test Results

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance and residuals from one observation to another. To test whether there is heteroscedasticity or not, you can use the Glejser test. If it is known that the probability is above the alpha confidence level of 0.05, it can be concluded that heteroscedasticity does not occur. The test results can be seen in table 4.

Table 4
Glejser test

Variable	Sig.
Organizational commitment	0.220
Service quality	0.785
Employee Performance	0.107

Source: Primary data processed, 2020

From table 4 it can be seen that organizational commitment, service quality, employee performance and community satisfaction have a significance value > 0.05, so it can be concluded that all variables do not occur heteroscedasticity.

Hypothesis Test Results

Results of Multiple Linear Regression Analysis

Multiple regression analysis is used to determine the regression coefficient of the independent variable and how it affects the dependent variable, it can be seen from the analysis of multiple regression data obtained using the SPSS version 23 program as in table 5.

Table 5
Results of Multiple Linear Regression for Research Variables

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7,322	3,091		2,368	, 019
1 Organizational commitment	, 419	, 131	, 286	3,203	, 002
Service quality	, 476	, 113	, 384	4,207	, 000
Employee performance	, 222	, 094	, 159	2,377	, 019

a. Dependent Variable: Community satisfaction

Source: Primary data processed, 2020

Based on the regression results from Table 6, the multiple linear regression equation can be determined in this study as follows:

$$Y = 7,322 + 0,419X1 + 0,476X2 + 0,222X3 \dots\dots\dots (2)$$

The interpretation of the regression equation obtained is as follows:

1. A constant of 7,322 states that if the variable organizational commitment (X1), service quality (X2), and employee performance (X3) are considered constant or neglected, then community satisfaction is 7.322.
2. The regression coefficient of organizational commitment (X1) is 0.419, meaning that if other independent variables are fixed and organizational commitment has increased by 1 unit of weight, then community satisfaction will decrease by 0.419, and in the opposite situation Positive coefficient means that organizational commitment has a positive effect on community satisfaction.
3. The service quality regression coefficient (X2) is 0.476, meaning that if other independent variables have a fixed value and service quality has increased by 1 unit of weight, then community satisfaction will increase by 0.476, as well as in the opposite situation. Positive coefficient means that service quality has a positive effect on community satisfaction.
4. The employee performance regression coefficient (X3) is 0.222, meaning that if the other independent variables are fixed and the employee's performance has increased by 1 unit of weight, then community satisfaction will increase by 0.222, as well as in the opposite situation. Positive coefficient means that employee performance has a positive effect on community satisfaction.

T Test Results (Partially)

Hypotheses 1, 2 and 3 in this study were tested for truth by using a partial test. Testing is done by looking at the level of significance (p-value), if the resulting significance level of the calculation is below 0.05 then the hypothesis is accepted, on the other hand, if the significance level of the calculated results is greater than 0.05, the hypothesis is rejected.

1. The influence of organizational commitment on community satisfaction
From the research results obtained a regression coefficient of 0.419 and the value of tcount > ttable (3.203 > 1.976) with a significance of 0.002 < α0.05, then H1 is accepted. It can be concluded that organizational commitment has a positive and significant effect on community satisfaction. That is, the higher the organizational commitment, the more community satisfaction increases. Conversely, the lower the organizational commitment, the lower the community's satisfaction.
2. Effect of service quality on community satisfaction

The results showed that the regression coefficient value was 0.476 and the value of $t_{count} > t_{table}$ (4.207 > 1.976) with a significance of $0.000 < \alpha 0.05$, then H2 is accepted. It can be concluded that service quality has a positive and significant effect on community satisfaction. This means that the higher the quality of service, the more community satisfaction increases. Conversely, the lower the quality of service, the lower the community's satisfaction.

3. Effect of employee performance on community satisfaction

The results showed that the regression coefficient value was 0.222 and the value of $t_{count} > t_{table}$ (2.377 > 1.976) with a significance of $0.019 < \alpha 0.05$, then H3 is accepted. It can be concluded that employee performance has a positive and significant effect on community satisfaction. This means that the higher the employee's performance, the community's satisfaction will increase. Conversely, the lower the employee's performance, the lower the community's satisfaction.

F Test Results (Taken together)

The F statistical test basically shows whether all the independent variables included in the model have a joint influence on the dependent or dependent variable (Sugiyono, 2013: 257). Based on the results of the data processing that has been carried out, a summary of the results is obtained as shown in table 6.

Table 6
Test Results F

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	5536,398	3	1845,466	49,008	,000b
Residual	5271,928	140	37,657		
Total	10808,326	143			

a. Dependent Variable: Community satisfaction

b. Predictors: (Constant), employee performance, organizational commitment, service quality

Source: Primary data processed, 2020

In table 6, it is found that the value of $F_{count} > F_{table}$ (49.008 > 3.06) with a significance of $0.000 < 0.05$ (alpha), then H4 is accepted. This means that the variables of organizational commitment, service quality, and employee performance together have a significant effect on community satisfaction of the employees of the Sungai Penuh City Civil Service Police Unit.

Determination Coefficient Test Results

The determination coefficient test (R2) aims to see the magnitude of the influence of the independent variable on the dependent variable. R2 value ranges from 0-1, the closer to 0, the weaker the effect, whereas the closer to 1 the effect is stronger. The results of the analysis using R2 range from 0-1, the closer to 0, the weaker the effect, while the closer to 1 the effect can be seen in table 7.

Table 7
Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,716a	,512	,502	6,136

a. Predictors: (Constant), employee performance, organizational commitment, service quality

Source: Primary data processed, 2020

From Table 7, the adjusted R square value shows 0.502, this indicates that the contribution of the variable organizational commitment, service quality, and employee performance to community satisfaction of the employees of the Sungai Penuh City Civil Service Police Unit is 50.2% while 49.8% is determined. by other factors not examined in this study such as organizational image, communication, work motivation, work discipline and so on.

Effect of Organizational Commitment on Community Satisfaction

Based on the results of hypothesis testing, namely the t test, the sig value of the variable X1 = 0.002 < 0.05 so that H1 is accepted, it can be concluded that organizational commitment has a significant effect on

community satisfaction in the employees of the Civil Service Police Unit of Sungai Penuh City. The organizational commitment coefficient value is 0.419 and has a positive influence or direction on community satisfaction. This means that if employees have high organizational commitment, community satisfaction will increase.

The results of the variable descriptive study organizational commitment It was found that the respondent's level of achievement was 74.6% are in the good enough category. This means that employee organizational commitment through indicators of affective commitment, ongoing commitment, and normative commitment, is not satisfactory by the community, so that there is a need for improvement so that community satisfaction increases.

This finding is consistent with research conducted by Hildayanti, et al. (2018) which found that customer (community) satisfaction is influenced by value, service quality and organizational commitment. In addition, according to Harnoto and Tukijan (2010), commitment has an effect on community satisfaction.

Effect of Service Quality on Community Satisfaction

The results of hypothesis testing, namely the t test, obtained the sig value of the variable $X_2 = 0.000 < 0.05$ so that H2 is accepted, it can be concluded that the quality of service has a significant effect on community satisfaction of the employees of the Civil Service Police Unit of Sungai Penuh City. The service quality coefficient value is 0.476 and has a positive influence or direction on community satisfaction. This means that if the quality of service provided by employees is high, then community satisfaction will increase.

The results of the variable descriptive study service quality It was found that the respondent's level of achievement was 73.7% are in the good enough category. This means that service quality through indicators of tangible (tangible), reliability (reliability), responsiveness (responsiveness), assurance (certainty) and empathy (empathy) still needs to be improved so that community satisfaction increases.

This finding is in accordance with research conducted by Nova, et al. (2018) showing that service quality has a significant effect on community satisfaction. In addition, according to Karlina, et al (2019), service quality affects community satisfaction.

Effect of Employee Performance on Community Satisfaction

The results of hypothesis testing, namely the t test, obtained the sig value of the variable $X_3 = 0.019 < 0.05$ so that H3 was accepted, it can be concluded that employee performance has a significant effect on community satisfaction in the employees of the Sungai Penuh City Civil Service Police Unit. The employee performance coefficient value is 0.222 and has a positive influence or direction on community satisfaction. This means that if the employee's performance is high, then community satisfaction will increase.

The results of the variable descriptive study employee performance It was found that the respondent's level of achievement was 70.8% are in the good enough category. This means that employee performance through indicators of target, quality, completion time, and compliance with principles still needs to be improved so that public satisfaction increases.

The Effect of Organizational Commitment, Service Quality, and Employee Performance on Community Satisfaction

Based on the results of multiple regression analysis by carrying out the F test, it is obtained a significant value of $0.000 < 0.05$ so that H4 is accepted, which means that organizational commitment, service quality, and employee performance together have a significant effect on community satisfaction in the employees of the Civil Service Police Unit of Sungai Penuh City. .

From the coefficient of determination test results obtained an adjusted R square value of 0.502, this indicates that the contribution of the variable organizational commitment, service quality, and employee performance to community satisfaction of the employees of the Civil Service Police Unit of Sungai Penuh City is 50.2% while 49.8 % is determined by other factors not examined in this study such as organizational image, communication, work motivation, work discipline and so on.

IV. CONCLUSION

Based on data analysis and interpretation that has been presented in the previous chapter, several conclusions can be made from the research results as follows:

1. Organizational commitment has a positive and significant effect on community satisfaction in the Civil Service Police Unit of Sungai Penuh City. This means that the higher the organizational commitment, the community satisfaction will increase.
2. Service quality has a positive and significant effect on community satisfaction on the Civil Service Police Unit Officer of Sungai Penuh City. This means that the higher the quality of service, the community satisfaction will increase.

3. Employee performance has a positive and significant effect on community satisfaction in the Civil Service Police Unit of Sungai Penuh City. This result means that the higher the employee's performance, the community's satisfaction will increase.

4. Organizational commitment, service quality, and employee performance together have a significant effect on community satisfaction of the employees of the Sungai Penuh City Civil Service Police Unit.

Based on the research findings that have been stated previously, in order to increase community satisfaction with the employees of the Sungai Penuh City Civil Service Police Unit, the authors provide the following suggestions:

1. The lowest score on the organizational commitment variable is the indicator of ongoing commitment. For this reason, the Sungai Penuh City Civil Service Police Unit needs to increase ongoing commitment to employees by increasing employee responsibility in providing services, and being more flexible and adapting when service changes occur so that community satisfaction increases.

2. The results of descriptive analysis of service quality variables, the lowest score is on the indicator of responsiveness (responsiveness). For this reason, it is necessary to increase employee response in helping public complaints, and more responsive in providing information needed by the community so that the public is more satisfied with the services provided by employees.

3. The results of the lowest average TCR score of employee performance variables are on the target indicator. To improve employee performance, the Sungai Penuh City Civil Service Police Unit must be able to provide satisfaction to the community and understand well its work targets in providing services so that employee performance increases and has an impact on community satisfaction.

4. For future researchers, it is hoped that further research can be carried out by adding more research variables beyond the variables that have been used in this study such as variables of organizational image, communication, work motivation, work discipline and so on.

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