

## **The Influence of Good Governance Implementation and Organizational Culture on Employee Performance with Community Satisfaction as a Mediating Variable at the District Office of East Siantar Pematangsiantar City**

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**Abstract:** Optimal public service requires the implementation of good governance principles and a strong organizational culture, as both play an important role in improving employee performance and public satisfaction. This study aims to determine and analyze the influence of implementation good governance and organizational culture on employee performance, with public satisfaction as a mediating variable, at the District Office of Siantar Timur Pematangsiantar City. This research employs a quantitative approach. The population consists of the community members who use services at the District Office of Siantar Timur, Pematangsiantar City, with a total sample of 150 respondents selected using the slovin formula. Data analysis was conducted using path analysis to examine direct and indirect effects, and the sobel test to examine the mediation effect. The result show that the implementation of good governance gas positive and significant effect on employee performance. Furthermore, the implementation of good governance and organization culture has a positive and significant effect on public satisfaction. Public satisfaction can mediate the relationship between the implementation of good governance and organizational culture on employee performance at the district Office of Siantar Timur Pematangsiantar City. Data processing was carried out using SPSS version 25.

**Keywords:** implementation good governance, organizational culture, employee performance, community satisfaction.

### **INTRODUCTION**

Government apparatus as public servants and state servants have the main duties, including carrying out general government duties, development and implementation of services to the community. Modern government is essentially a service to society, in other words, it is not created to serve itself, but to serve society and create conditions that allow each member of society to develop his or her abilities and creativity in order to achieve a common goal (Asiva Noor Rachmayani, 2021). Good governance is a form of acceptance of the importance of a set of rules so that it good governance to regulate the relationship between the functions and interests of various parties in business affairs in public services. For this reason, the principles of good governance are very important to achieve good governance (Dumbi et al., 2022).

The role of good governance in improving the quality of public services is very important. As a principle, good governance provides a clear framework for how the government should operate, manage resources, and provide fair and transparent services to the community. In addition to the implementation of good governance, organizational culture in an organization also needs to be made well. Organizational culture is a habit or system formed in an organization that applies to all members of the organization. Organizational culture is a system of values, beliefs and habits in an organization that interact with the structure of its formal system to produce organizational norms of behavior.

Performance is the result of work achieved by a person in carrying out his duties imposed on him and includes the process of how work takes place to achieve maximum work results. Employee performance is said to be important, because it can be used to find out and assess the extent to which employees can carry out tasks and work that have been given by the organization. In government/public organizations in Indonesia, the performance of government organizations is very important to produce good governance and clean governance, as well as support government tasks in serving the community sincerely rather than seeking profit. One of the public service implementation institutions that directly deals with the community is the sub-district office. As an institution, public services of government apparatus ensure the sustainability of State administration which involves the development of service policies and resource management for the benefit of the public or society.

On the other hand, public satisfaction is considered to be a factor that bridges the relationship between the implementation good governance and organizational culture and employee performance. Employees are one of the factors that support the success of the organization. Employees with good performance will encourage the implementation of the vision and mission of an organization. Community satisfaction is an emotional response to experiences related to a particular product or service purchased. If the performance is below expectations, customers are not satisfied. If the performance meets the customer's expectations, if the performance meets the expectations, the customer is very satisfied or happy (Roza Fakhrul, 2021).

Public satisfaction was chosen as a mediation variable because it can explain how and why the implementation of good governance, organizational culture, can have an impact on employee performance. In the context of public services at the Sub-district Office, employee performance is not only assessed from the administrative side, but also from the satisfaction of the community as service recipients. Therefore, community satisfaction is an important measure to assess whether employee performance really has a positive impact on the East Siantar District Sub-district Office, Pematangsiantar City.

The East Siantar District Sub-district Office as a public service institution that has a service function certainly has great access and seems to be inseparable from its role in responding to the phenomenon of resource management.

## **THEORETICAL REVIEW**

### **Good Governance**

Etymologically, Good Governance consists of two words, namely, "Good" and "governance". Two words from English where "Good" meaning good and "governance" means "government". According to (Nurleli, 2023) Good Governance is a form of development management, which is also called development administration, change

management, development management. The role of the government is very important in development efforts, the process of changing society, the nation, the government encourages through the policy of programs, projects and even state industries and companies, in this case the role of planning and budgeting is very important so that the mobilization of funds channeled for programs based on priorities. Good government (Good Governance) as part of the reform agenda with the aim of creating a good and clean government.

### **Organizational Culture**

Organizational culture is a belief, value system and general perception that is widely adopted in shaping and giving meaning to employee behavior so that it becomes a habit that is relatively difficult to change. This is as stated in Fadli & Hasanudin (2021), "Organizational Culture is a system of common meaning/meaning adopted by its members that distinguishes an organization from other organizations". Based on the above opinion, it can be concluded that organizational culture is a pattern of organizational beliefs and values that are believed and imbued by all its members in doing work as the right way to understand, think, and feel related issues, so that it will become a value or rule in the organization.

### **Performance**

Performance can be interpreted as an overview of the level of achievement of the implementation of the company's goals, objectives, mission, and organizational vision contained in an organization's strategic plan. Deep (Ikhsan, 2021) stating that performance is a result achieved by a person in carrying out the tasks assigned to him based on skill, experience and seriousness as well as time. In other words, performance is the result of work done by a person in carrying out the tasks assigned to him in accordance with the set criteria

### **Community Satisfaction**

Satisfaction is commonly defined as "trying to fulfill something" or "making" something "adequate". Satisfaction is the result of the consumer's assessment that the product and service has provided a level of satisfaction where this level of fulfillment can be more or less (Tampanguma et al., 2022). Community satisfaction is the main factor that must be considered by service providers, because community satisfaction will determine the success of the government in providing public services. The definition of community satisfaction is often equated with the definition of customer satisfaction or consumer satisfaction, this is only differentiated by who the provider is and what the motive is for providing the service (Rezha et al., 2020).

## **METHODS**

The type of research used in this study is quantitative research. This study is based on a theoretical framework, expert opinions, and the researcher's own understanding derived from experience, which are then developed into research problems to obtain justification (verification) or rejection in the form of empirical field data. The object of this research is the influence of Good Governance implementation and organizational culture on employee performance, with community satisfaction as a mediating variable at the District Office of East Siantar, Pematangsiantar City.

Based on the type and source of data, the data collection technique used in this research is a questionnaire, which was distributed directly through printed sheets containing a series of statements related to the indicators of each variable. In data collection, the population of this study consists of community members who use public services at the District Office of East Siantar, Pematangsiantar City, totaling 240 individuals. The sample was determined using the Slovin formula, resulting in 150 respondents from the total population of 240 service users at the District Office of East Siantar, Pematangsiantar City.

## **RESULTS**

### **Descriptive Analysis of Variables**

The variables in this study consisted of 4 variables, namely the implementation of good governance (X1) and organizational culture (X2) as independent or independent variables, employee performance (Y) as a bound or dependent variable, and community satisfaction (Z) as a mediating variable. The results of respondents' answers can be seen in the table below.

#### **Variables for the Implementation of Good Governance (X1)**

In this study, Likert-scale data analysis showed that the highest score was obtained for the statement that the community is given the opportunity to provide input in policymaking (score 732; mean 4.88). Other statements related to transparency, reporting, service suitability, and fairness also received high responses, with mean scores ranging from 4.25 to 4.36. Overall, these results indicate that the implementation of good governance at the East Siantar Subdistrict Office is perceived positively by the community.

#### **Organizational Culture Variables (X2)**

The Likert-scale analysis for the organizational culture variable (X2) shows that the highest score was recorded for the statement emphasizing that the Subdistrict Office's work philosophy prioritizes fast, accurate, and friendly public services (score 644; mean 4.29). Other indicators including adherence to organizational behavior rules, compliance with work norms, upholding values such as honesty and discipline, following internal regulations, and having a supportive work environment also received positive responses, with mean scores ranging from 3.75 to 4.18. These results indicate that the organizational culture at the East Siantar Subdistrict Office is generally perceived as conducive to supporting employee behavior and service quality.

#### **Employee Performance Variables (Y)**

The Likert-scale analysis for the employee performance variable (Y) shows that the highest score was obtained for the statement that employees work efficiently and produce accurate results (score 687; mean 4.58). Other indicators including producing quality work that meets standards, completing tasks according to targets, finishing work on time, and completing tasks independently also received high responses, with mean scores ranging from 4.09 to 4.55. Overall, these results indicate that employee performance at the East Siantar Subdistrict Office is perceived positively by the community, reflecting efficiency, accuracy, and the ability to meet work expectations.

### Community Satisfaction Variable (Z)

The Likert-scale analysis for the community satisfaction variable (Z) shows that the highest score was obtained for the statement that information provided by the Subdistrict Office staff is clear and easy to understand (score 666; mean 4.44). Other indicators including services that meet community needs and expectations, previous positive service experiences, and positive stories or recommendations from others also received favorable responses, with mean scores ranging from 4.07 to 4.35. Overall, these results indicate that community satisfaction with the services of the East Siantar Subdistrict Office is generally high, reflecting clarity of information, positive experiences, and trust in service quality.

### Validity Test

The validity test in this study was carried out using the SPSS 25 program, with the validity provision that if the calculation  $> r_{table}$  is at a significance level of 95% or  $\alpha = 0.05$ , then the instrument can be said to be valid and suitable for use for research and vice versa if the  $r_{table}$  calculation value is  $\leq r_{table}$ , then the questionnaire item is declared invalid and cannot be used in the research. This instrument uses the product moment correlation technique (Pearson).

**Table 1.** Validity Test Implementation of Good Governance (X1)

No	r <sub>count</sub>	R <sub>table</sub>	Information
1	0,704	0,159	Valid
2	0,735		Valid
3	0,685		Valid
4	0,681		Valid
5	0,658		Valid

Based on table 1 above, it can be interpreted that the 5 variable statements of the Implementation of *Good Governance* (X1) variables are declared valid because the calculation is larger than the table so that all statement items are declared valid and can be used in this study.

**Table 2.** Validity Test of Organizational Cultural (X2)

No	Calculation	r <sub>table</sub>	Information
1	0,750	0,159	Valid
2	0,655		Valid
3	0,623		Valid
4	0,607		Valid
5	0,608		Valid
6	0,601		Valid

Based on table 2 above, it can be interpreted that the 6 statements of the Organizational Culture variable (X2) are declared valid because the calculation is larger than the table so that all statement items are declared valid and can be used in this study.

**Table 3.** Validity Test of Employee Performance (Y)

No	Calculation	rtabel	Information
1	0,666		Valid
2	0,667		Valid
3	0,704	0,159	Valid
4	0,632		Valid
5	0,705		Valid

Based on table 3 above, it can be interpreted that the 5 statements of the Organizational Culture variable (Y) are declared valid because the calculation is larger than the table so that all statement items are declared valid and can be used in this study.

**Table 4.** Validity Test of Community Satisfaction (Z)

Statement	Calculation	rtabel	Information
1	0,791		Valid
2	0,717		Valid
3	0,725	0,159	Valid
4	0,673		Valid

Based on table 4.10 above, it can be interpreted that the 4 statements of the Community Satisfaction variable (Z) are declared valid because the calculation is larger than the table so that all statement items are declared valid and can be used in this study.

### Reliability Test

A reliable instrument is an instrument that is used to measure the same object, will be able to produce the same data. The reliable instrument test in this study uses the Cronbach Alpha formula. If it is less than 0.6, the instrument is declared unreliable, and if the value is more than 0.6, the instrument is declared reliable.

**Table 5.** Data Reliability Results

No	Variabel	Cronbach Alpha	Information
1	Implementation of Good Governance (X1)	0,724	Reliable
2	Organizational Culture (X2)	0,715	Reliable
3	Employee Performance (Y)	0,701	Reliable
4	Community Satisfaction(Z)	0,703	Reliable

Based on table 5 above, it was obtained that *the croanbach alpha* value of each variable was greater than 0.6 where for the variables of the Implementation of Good Governance ( $0.676 > 0.6$ ), the Organizational Culture variable ( $0.715 > 0.6$ ), the Employee Performance variable ( $0.701 > 0.6$ ), and the Community Satisfaction variable ( $0.700 > 0.6$ ) so that it can be said that the questionnaire of each table variable is reliable and can be used in research.

### Normality Test

Normality test to assess whether the variable has a normal distribution or not. The method uses the Kolmogorov-Smirnov statistical test, therefore if the significant value of the results of the Kolmogorov-Smirnov test is greater than 0.05, then the data is declared

to be normally distributed and if the significant value is less than 0.05, the data is declared not to be normally distributed.

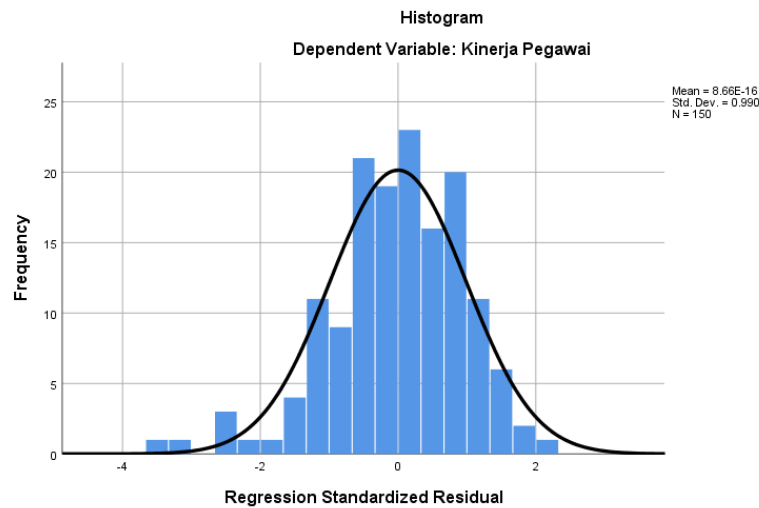
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		150
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.79309165
Most Extreme Differences	Absolute	.072
	Positive	.033
	Negative	-.072
Test Statistic		.072
Asymp. Sig. (2-tailed)		.054 <sup>c</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

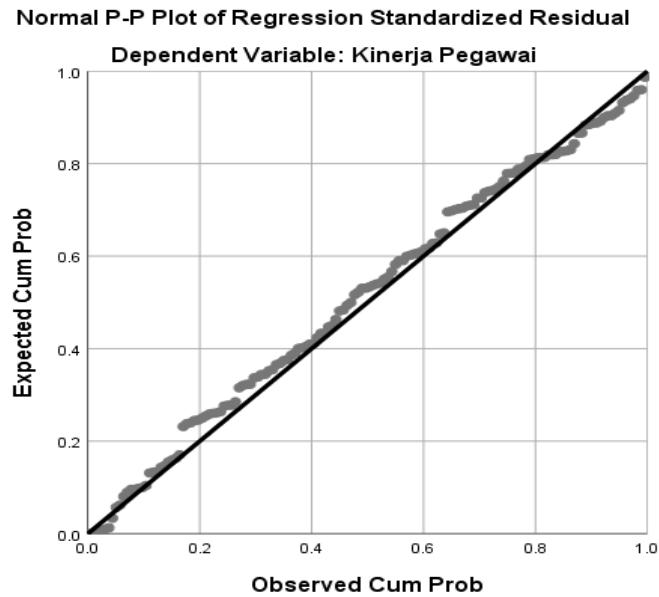
**Figure 1.** Normality Test Results

Based on figure 1 above, the results of the kolmogorov-sminov test show that *the value of Asymp. Sig.(2-tailed)* is greater than 0.05 ( $0.054 > 0.05$ ), thus indicating that the regression equation in this study has a normal data distribution. The normality test can also be seen from the histogram of the P-Plot graph below:



**Figure 2.** Normality Test Histogram

The results of the normality test using the histogram graph in figure 4.2 can also be seen through a bell-shaped histogram image, this shows that the distribution of data in this study has a normal spread and distribution.



**Figure 3.** Normality Test Histogram

From the P-Plot normality graph in figure 3 above, it can be explained that the data can be said to be normal because the data points are spread around the diagonal line and the distribution of data points is unidirectional along the diagonal line, so it can be assumed that the data in this study is distributed normally. Thus, statistical testing can be done by hypothesis testing.

**Multiple Linear Regression Test**

Multiple linear regression tests were used to determine the magnitude of the influence of the independent variables of the Implementation of Good Governance (X1), Organizational Culture (X2), and Community Satisfaction (Z) on the bound variable of Employee Performance (Y). The test was carried out using SPSS version 2.5.

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized	T	Itself.
		B	Std. Error	Coefficients		
				Beta		
1	(Constant)	13.672	1.859		7.354	.000
	Good Governance	-.077	.086	-.081	-.897	.371
	Organizational Culture	.234	.074	.300	3.168	.002
	Community Satisfaction	.240	.099	.215	2.426	.016

a. Dependent Variable: Employee Performance

**Figure 4.** Multiple Linear Regression Test Results

Based on figure 4 above, the results of multiple linear regression equations can be interpreted as follows:

$$Y = 13.672 + -0.77X1 + 0.234X2 + 0.240Z + e$$

The above regression equation can be interpreted as follows:

1. The influence of the constant ( $\alpha$ ) of the dependent variable of Employee Performance (Y) is 13.672 and the significance value is lower. If the independent variables of the Implementation of Good Governance (X1), Organizational Culture (X2) and the mediation variable of Community Satisfaction (Z) are equal to 0 (zero), then the variable of Employee Performance is constant at 13.672.
2. From this equation, it is known that the effect of the Implementation of Good Governance (X1) on Employee Performance (Y) is calculated based on the regression coefficient obtained, which is 0.039, meaning that if the Implementation of Good Governance (X1) increases by 1%, then the variable of Employee Performance increases by 0.039 (03.9%).
3. From this equation, it is known that the influence of Organizational Culture (X2) on Employee Performance (Y) is calculated based on the regression coefficient obtained, which is 0.226, meaning that if Organizational Culture (X2) increases by 1%, then the Employee Performance variable increases by 0.226 (22.6%).
4. From this equation, it is known that the influence of Community Satisfaction (Z) on Employee Performance (Y) is calculated based on the regression coefficient obtained, which is 0.279, meaning that if Community Satisfaction (Z) increases by 1%, then the Employee Performance variable increases by 0.279 (27.9%).

### **T test (Partial)**

The partial t-test results show that both Good Governance implementation (X1) and Organizational Culture (X2) have a significant positive effect on Employee Performance (Y). Good Governance demonstrates a t-value of 3.167 with a significance level of  $0.002 < 0.05$ , while Organizational Culture shows an even stronger effect with a t-value of 5.686 and a significance level of  $0.000 < 0.05$ . These results confirm that improvements in governance practices and organizational culture contribute significantly to enhancing employee performance at the East Siantar Subdistrict Office, Pematangsiantar City. Additionally, the analysis reveals that Community Satisfaction (Z) also significantly influences Employee Performance, with a t-value of 5.539 and a significance level of  $0.000 < 0.05$ .

Furthermore, both Good Governance (X1) and Organizational Culture (X2) are found to significantly affect Community Satisfaction (Z). Good Governance records a t-value of 6.160 with a significance level of  $0.000 < 0.05$ , while Organizational Culture shows a t-value of 6.778 with a significance level of  $0.000 < 0.05$ . These findings indicate that transparent governance practices, fairness, and supportive organizational values positively shape public satisfaction. Overall, all independent variables—Good Governance and Organizational Culture—directly influence Employee Performance and indirectly through Community Satisfaction, confirming the mediating role of satisfaction in this research model.

### **F test (Simultaneous)**

The F-test was conducted to examine the simultaneous influence of the

independent variables Implementation of Good Governance (X1) and Organizational Culture (X2) on Community Satisfaction (Z) and Employee Performance (Y). Based on the SPSS 25 results in Table 4.21, the ANOVA output shows that the F-value of 29.509 exceeds the F-table value of 2.67 with a significance level of  $0.000 < 0.05$ , indicating that Good Governance and Organizational Culture together have a significant effect on Community Satisfaction. Furthermore, Table 4.22 shows an F-value of 15.153, also greater than the F-table value of 2.67, with a significance level of  $0.000 < 0.05$ , demonstrating that Good Governance, Organizational Culture, and Community Satisfaction simultaneously have a significant influence on Employee Performance at the East Siantar Sub-district Office, Pematangsiantar City.

### Sobel Test

The sobel test was used to test the significance of the indirect influence, by calculating the t-value of the coefficient of the exogenous variable and the mediating variable, the tcal value compared to the ttable. If the tcal value  $>$  the ttable value, it can be concluded that there is a mediation effect.

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized	T	Itself.
		B	Std. Error	Coefficients Beta		
1	(Constant)	11.524	1.528		7.541	.000
	Good Governance	-.039	.078	-.045	-.504	.615
	Orqanizational Culture	.226	.066	.310	3.403	.001
	Community Satisfaction	.279	.084	.284	3.319	.001

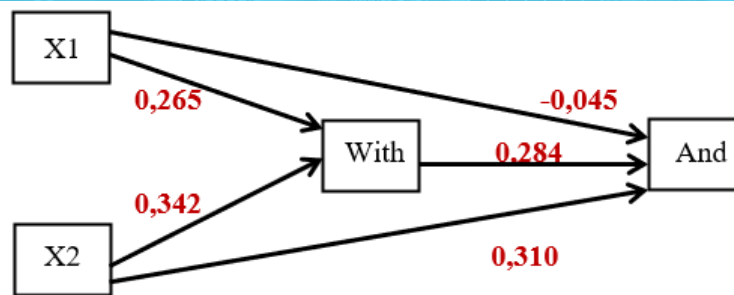
a. Dependent Variable: Employee Performance

**Figure 5. Sobel Test Results**

Based on the information above, it is a Sobel Test test that presents z-value and significance (p-value). This test was used to determine whether there is a mediating effect of intervening variables on the relationship between independent variables and dependent variables in the research model.

**Table 6. Calculation Results**

Information	Direct Influence	Indirect Influence
X1-Y	-0,045	
X2-Y	0,310	
Z-Y	0,284	
X1-Z	0,265	
X2-Z	0,342	
X1-Z-Y		$(0,265 \times 0,284) = 0,075$
X2-Z-Y		$(0,342 \times 0,284) = 0,097$



**Figure 6. Path Diagram**

$$\begin{aligned}
 \text{Sat} &= \sqrt{(0,279 \times 0,074)^2 + (0,237 \times 0,084)^2 + (0,074 \times 0,084)^2} \\
 &= \sqrt{0,00042 + 0,00039 + 0,000038} \\
 &= \sqrt{0,000848} \\
 \text{Sat} &= 0,0291 \\
 \text{From} &= 0,279 \times 0,237 \\
 &= 0,0661 \\
 &= \frac{0,0661}{0,0291} \\
 &= 2,271
 \end{aligned}$$

From the results of the Sobel test calculation above, a z value of 2.271 was obtained because the z value obtained was  $2.271 > 1.96$  with a significance level of 5%, proving that Community Satisfaction (Z) is able to mediate the relationship between independent variables and dependents.

## DISCUSSION

### The Effect of the Implementation of Good Governance (X1) on Employee Performance (Y)

The results of the partial test showed that the good governance variable had a positive and significant influence on employee performance at the sub-district office of East Siantar District, Pematangsiantar City. The implementation of good governance plays an important role in influencing policies towards open and democratic government towards the community. The implementation of strong and positive good governance will create good public services as well.

This can be proven through partial hypothesis testing which states that the tcal value is  $>$  table ( $3.167 > 1.976$ ) with a significant level of  $0.000 < 0.05$ . Therefore, it can be concluded that there is a positive and significant influence of the implementation good governance to employee performance. This research is in accordance with research conducted by (Pratama et al., 2024) entitled "The Influence of Good Governance on Apparatus Performance" the results of this study show that it has a positive and significant effect on apparatus performance. As well as in research conducted by (Rifdah & Luterlean, 2021) which states that, partially, good governance has a positive and significant effect on employee performance.

### The Influence of Organizational Culture (X2) on Employee Performance (Y)

The results of the partial test showed that organizational culture variables had a positive and significant influence on the performance of employees of the East Siantar Sub-district Office, Pematangsiantar City. Organizational culture plays an important role in influencing the behavior of individuals and groups in the organization, a good and positive organizational culture tends to increase employee motivation and commitment, which can improve overall office performance.

This can be proven through partial hypothesis testing which states that the  $t_{cal}$  value  $>$   $t_{table}$  ( $5.686 > 1.976$ ) with a significant level of  $0.000 < 0.05$ . Therefore, it is concluded that there is a positive and significant influence of organizational culture on employee performance. This research is in accordance with research conducted by (Jufrizen & Rahmadhani, 2020) entitled "The Influence of Organizational Culture on Employee Performance with the Work Environment as a Mediation Variable" the results of this study show that there is a positive and significant value between organizational culture and employee performance. As well as in research conducted by (Azhari, 2023) which states that, partially, organizational culture has a positive and significant effect on employee performance.

### **The Effect of the Implementation of Good Governance (X1) and Organizational Culture (Y) on Community Satisfaction (Z)**

The results of this study show that the variables of the implementation of good governance and organizational culture have a simultaneous effect on organizational commitment. The statement is based on the calculation of the f-test (Simultaneous) by comparing the  $f_{cal}$  value of the  $f_{table} >$  ( $29.509 > 2.67$ ) with a significant value of  $0.000 < 0.05$ .

### **The Effect of the Implementation of Good Governance (X1) and Organizational Culture (X2) on Employee Performance (Y) Through Community Satisfaction (Z)**

The results of this study show that the variables of the implementation of good governance, organizational culture and community satisfaction simultaneously affect employee performance. This statement is based on the calculation of the f-test (Simultaneous) by bending the  $f_{cal}$  value of the  $f_{cal} >$   $f_{table}$  ( $15.153 > 2.67$ ) with a significant value of  $0.000 < 0.05$ .

## **CONCLUSION**

The results of this study show that the implementation of good governance has a positive and significant effect on employee performance, as indicated by the statistical test results where  $t_{count} >$   $t_{table}$  ( $3.167 > 1.976$ ) with a significance value of  $0.000 < 0.05$ . Organizational culture also has a positive and significant influence on employee performance, supported by the t-test results showing  $t_{count} >$   $t_{table}$  ( $5.686 > 1.976$ ) with a significance value of  $0.000 < 0.05$ . These findings indicate that transparency, accountability, participation, and a strong work culture contribute to improved employee performance at the East Siantar Sub-district Office.

Furthermore, the variables of good governance and organizational culture simultaneously have a positive and significant effect on community satisfaction, as shown by the F-test result ( $29.509 > 2.67$ ) with a significance value of  $0.000 < 0.05$ . In addition, good governance, organizational culture, and community satisfaction together positively and significantly influence employee performance, proven by the F-test value ( $15.153 >$

2.67) with a significance of  $0.000 < 0.05$ . This means that better governance practices and a supportive organizational culture increase community satisfaction, which in turn enhances employee performance.

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