



## The Influence of Governance and Job Satisfaction on the Performance of Husada Hospital Mediated by Employee Loyalty

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### ABSTRACT

**Background:** Hospital performance is vital for sustaining quality healthcare services. At Husada Hospital, fluctuations in inpatient numbers and workforce trends from 2019 to 2024 underscore the need to understand how governance and job satisfaction influence performance. Employee loyalty may play a key mediating role, yet this relationship remains underexplored.

**Objective:** This study aims to analyze the effects of governance and job satisfaction on hospital performance, and to assess the mediating role of employee loyalty in these relationships.

**Methods:** This quantitative study was conducted at Husada Hospital, Jakarta, from June 9–13, 2025, involving 160 employees selected through proportionate stratified random sampling. Data were collected using Likert-scale questionnaires and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) via SMARTPLS to assess direct and mediated relationships among governance, job satisfaction, employee loyalty, and hospital performance.

**Results:** PLS-SEM analysis showed that governance and job satisfaction significantly influenced employee loyalty ( $R^2 = 0.580$ ) and hospital performance ( $R^2 = 0.413$ ). Employee loyalty had the strongest direct effect on performance ( $\beta = 0.642$ ) and significantly mediated the effects of both governance and job satisfaction, highlighting its key role in improving hospital outcomes.

**Conclusion:** Governance and job satisfaction significantly influence employee loyalty, which plays a key role in enhancing hospital performance. Job satisfaction had the strongest effect on loyalty, while loyalty emerged as the most dominant predictor of performance. Loyalty also mediated the effects of governance and job satisfaction on performance, confirming its central role in linking internal organizational factors to hospital outcomes.

**KEYWORDS:** Employee loyalty, Governance, Job satisfaction, Hospital performance.

### INTRODUCTION

Hospital performance plays a strategic role in ensuring the effectiveness of healthcare delivery systems. As institutions that provide essential medical services, hospitals are expected not only to deliver high-quality care but also to maintain operational continuity and service excellence. Performance, therefore, becomes a key indicator of a hospital's success and sustainability. Organizational performance is achieved through the effectiveness and efficiency of operational functions and the attainment of defined goals. (Neely, 2005) One widely adopted framework for measuring performance is the Balanced Scorecard (BSC), which evaluates organizations across four key perspectives: financial, customer, internal business processes, and learning and growth. (Riwu et al., 2021) In healthcare settings, the learning and growth perspective is particularly relevant due to the critical role of human resources as the front line of patient care.

At Husada Hospital, Jakarta, inpatient data from 2019 to 2024 show significant fluctuations, suggesting dynamic internal and external operational factors. Inpatient numbers dropped sharply from 10,092 in 2019 to 5,967 in 2021, before rising again to 9,218 in 2024. These shifts potentially impact employee workload, engagement, and hospital strategy. Despite a stable overall workforce, the hospital saw a marked decline in staff turnover—from 170 employees in 2020 to only 30 in 2024—indicating improved employee retention and possibly stronger organizational loyalty. Many staff members at Husada Hospital have shown long-term commitment, with some serving until retirement. Such loyalty likely contributes positively to service continuity and organizational culture.

Agency Theory underpins the concept of governance by explaining the relationship between principals (owners) and agents (managers), aiming to minimize conflicts of interest and ensure agents act in the principal's best interests (Rashid Khan et al., 2020). In hospitals, effective governance ensures service quality. Hospital governance includes rules regulating roles, responsibilities,



rights, and accountability of internal stakeholders, as well as the implementation of Good Clinical Governance (GCG). (Ali and Mohammed, 2020; da Cruz et al., 2015; “Global Encyclopedia of Public Administration, Public Policy, and Governance,” 2023). Good governance promotes transparency, accountability, and organizational sustainability, enhancing stakeholder trust and resource efficiency. (da Cruz et al., 2015)

However, few studies have examined how job satisfaction fosters employee loyalty and how this loyalty, in turn, affects hospital performance. Furthermore, hospital governance—structured in three-year cycles with a two-term leadership limit—may also influence organizational outcomes, given that each leadership transition can bring strategic and structural changes. Based on Indonesian Law No. 44 of 2009, good hospital governance must adhere to principles of transparency, accountability, independence, and fairness.

Given this context, the present study aims to analyze the influence of hospital governance and employee job satisfaction on hospital performance, with employee loyalty serving as a mediating variable. By exploring these relationships, this study seeks to contribute to the improvement of human resource management and organizational governance in the hospital sector, ultimately supporting performance enhancement in healthcare institutions.

## METHODS

### *STUDY DESIGN AND SETTING:*

This study is a quantitative cross-sectional study, designed to examine the influence of governance and job satisfaction on hospital performance, with employee loyalty as a mediating variable. The research was conducted at Husada Hospital, Central Jakarta, Indonesia, from June 9 to June 13, 2025.

### *PARTICIPANTS AND SAMPLING*

The study population comprised all medical and non-medical staff at Husada Hospital, totaling 872 employees as of 2024. Participants included physicians, nurses, administrative personnel, and support staff involved in hospital operations. A sample of 160 respondents was selected using proportionate stratified random sampling to ensure representation of both clinical and non-clinical units. The sample size was determined based on Hair et al.’s recommendation, which suggests a minimum of 5 to 10 times the number of observed indicators for structural equation modeling. (Hair et al., 2012)

### *DATA SOURCE AND INSTRUMENTS*

Primary data were collected through structured questionnaires consisting of validated items measuring four key variables: hospital governance, job satisfaction, employee loyalty, and hospital performance. All variables were operationalized using multiple indicators and measured on a 5-point Likert scale. Governance and job satisfaction functioned as independent variables, employee loyalty as a mediating variable, and hospital performance as the dependent variable.

### *STATISTICAL ANALYSIS*

Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the SMARTPLS software. The analysis was conducted in two stages. First, the outer model was assessed to evaluate indicator reliability and validity using loading factors, Average Variance Extracted (AVE), Composite Reliability (CR), and Cronbach’s Alpha. Second, the inner model was evaluated to examine the relationships among latent variables using  $R^2$  values, path coefficients, and significance testing via bootstrapping with 5,000 subsamples. Significance was determined based on t-statistics  $> 1.96$  and p-values  $< 0.05$ . SEM-PLS was chosen for its suitability in analyzing complex causal relationships and its robustness against violations of normality assumption.

## RESULTS

The sample comprised a balanced distribution between medical and non-medical staff, with a predominance of female participants. The majority of respondents were within the productive age range and had long tenure at the hospital, suggesting a workforce with substantial professional experience and institutional familiarity. Most participants reported mid-level income, which may reflect standardized compensation structures within the organization. These demographic and employment attributes provide a robust foundation for exploring the relationships between job satisfaction, governance, employee loyalty, and hospital performance. **Table 1** presents the baseline characteristics of the 160 respondents included in the study.



**Table 1. Baseline Characteristics**

<i>Characteristic</i>	<i>Category</i>	<i>n (%)</i>
<b>Gender</b>	Male	29 (18%)
	Female	131 (62%)
<b>Age (years)</b>	<25	3 (2%)
	25–34	47 (29%)
	35–44	25 (16%)
	45–54	68 (42%)
	≥55	17 (11%)
<b>Job Unit</b>	Medical	80 (50%)
	Non-medical	80 (50%)
<b>Income (IDR)</b>	< 5 million	9 (6%)
	5–7.9 million	110 (69%)
	8–11.9 million	32 (20%)
	12–19.9 million	7 (4%)
	≥20 million	2 (1%)
<b>Length of Employment (years)</b>	< 1	0 (0%)
	1–3	21 (13%)
	4–6	23 (14%)
	7–10	14 (8%)
	>10	102 (64%)

*A. Descriptive Variable Analysis*

Descriptive analysis was conducted on the four latent variables—Governance, Job Satisfaction, Employee Loyalty, and Hospital Performance—using responses from 160 participants. Each variable was measured through five indicators assessed on a 5-point Likert scale. (Table 2)

Overall, Governance was rated between “Good” and “Very Good,” reflecting favorable perceptions of transparency, accountability, and fairness within hospital management. Job Satisfaction scores ranged from “Fair” to “Very Good,” with the highest satisfaction found in workplace environment and supervisor support, while salary satisfaction received relatively lower ratings.

Employee Loyalty was consistently rated as “Very Good,” indicating a strong sense of responsibility, commitment, and emotional attachment to the organization among the respondents. Finally, Hospital Performance received ratings ranging from “Good” to “Very Good,” suggesting that the hospital is generally perceived to perform well in terms of operational efficiency, patient satisfaction, and service quality.

**Table 2. Summary of descriptive statistics for latent variables (n = 160)**

<i>Variable</i>	<i>Number of Indicators</i>	<i>Mean score range</i>	<i>Interpretation</i>
<b>Governance</b>	5	3.5–4.3	Good – Very Good
<b>Job satisfaction</b>	5	3.1–4.4	Fair – Very Good
<b>Employee loyalty</b>	5	3.9–4.4	Very Good
<b>Hospital performance</b>	5	3.4–3.8	Good – Very Good



*B. Measurement Model Interpretation*

*1) Outer Model*

The evaluation of the measurement model focuses on determining the validity and reliability of the indicators used to measure each latent construct. Based on the convergent validity and reliability results, the constructs in this study generally demonstrate acceptable psychometric properties, though with varying strengths. (Table 3)

Employee Loyalty (Y1) and Hospital Performance (Z1) exhibited strong convergent validity, with AVE values exceeding the threshold of 0.50 and all indicator loadings above 0.70. This indicates that the indicators reliably capture the intended latent constructs and that the majority of the variance in these items is explained by their respective constructs.

Meanwhile, Governance (X1) and Job Satisfaction (X2) presented AVE values slightly below the standard threshold (0.491 and 0.482, respectively), suggesting that some indicators may not fully capture the underlying constructs. In particular, certain items (e.g., TK1, TK5, and KK2) exhibited lower factor loadings (<0.70), which reduces their contribution to construct validity. These results imply a need for potential refinement or reevaluation of specific items in future iterations of the instrument.

Despite these limitations, all constructs achieved composite reliability (CR) values exceeding 0.70, indicating adequate internal consistency across the indicators. Taken together, the measurement model is deemed sufficient for further structural analysis.

**Table 2. Result Of Convergence Validity And Loading Test**

Variable	Measurement item	Loading	AVE
Governance (X <sub>1</sub> )	TK1	0.568	0.491
	TK2	0.789	
	TK3	0.785	
	TK4	0.715	
	TK5	0.617	
Job Satisfaction (X <sub>2</sub> )	KK1	0.676	0.482
	KK2	0.584	
	KK3	0.726	
	KK4	0.797	
	KK5	0.668	
Employee Loyalty (Y <sub>1</sub> )	LK1	0.851	0,623
	LK2	0.804	
	LK3	0.709	
	LK4	0.845	
	LK5	0.727	
Hospital Performance (Z <sub>i</sub> )	KRS1	0.720	0,637
	KRS2	0.803	
	KRS3	0.836	
	KRS4	0.837	
	KRS5	0.789	

*a) Discriminant Validity: Heterotrait-Monotrait Ratio (HTMT)*

Discriminant validity assesses the extent to which a construct is truly distinct from other constructs within the model. One of the most reliable methods in Partial Least Squares Structural Equation Modeling (PLS-SEM) for evaluating discriminant validity is the Heterotrait-Monotrait Ratio of Correlations (HTMT), as proposed by Henseler et al. (2015). HTMT values below 0.90 are generally considered indicative of adequate discriminant validity.



As shown in **Table 4**, all HTMT values in this study range from 0.727 to 0.818, remaining well below the recommended threshold of 0.90. This confirms that each latent construct — Job Satisfaction, Hospital Performance, Employee Loyalty, and Governance — measures a distinct concept. Therefore, discriminant validity is satisfactorily established for all constructs in the model.

**Table 3. Heterotrait-Monotriat Ratio of Correlations (HTMT)**

	Job Satisfaction	Hospital Performance	Employee Loyalty	Governance
Job Satisfaction				
Hospital Performance	0.766			
Employee Loyalty	0.818	0.727		
Governance	0.739	0.802	0.773	

*b) Reliability Assessment*

Reliability testing in this study evaluates the internal consistency of constructs, ensuring that the indicators consistently measure the latent variables. The main reliability metrics used are Cronbach’s Alpha, rho\_A, and Composite Reliability (rho\_C). According to Hair et al., acceptable reliability is indicated by values  $\geq 0.70$  for both Cronbach’s Alpha and Composite Reliability. (Hair et al., 2012) Additionally, Average Variance Extracted (AVE) assesses convergent validity, with a recommended threshold of  $\geq 0.50$ .

**Table 4. Reliability Test Result**

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	AVE
Job Satisfaction	0,734	0,761	0,821	0,482
Hospital Performance	0,858	0,872	0,898	0,637
Employee Loyalty	0,848	0,856	0,892	0,623
Governance	0,745	0,771	0,826	0,491

As shown in **Table 5**, all constructs meet the minimum internal reliability requirements:

- Job Satisfaction shows adequate internal consistency ( $\alpha = 0.734$ , CR = 0.821), although the AVE value (0.482) falls slightly below the ideal threshold, indicating potential for improvement in convergent validity.
- Hospital Performance exhibits the highest reliability ( $\alpha = 0.858$ , CR = 0.898) and strong AVE (0.637), supporting both reliable and valid measurement.
- Employee Loyalty is also reliably measured ( $\alpha = 0.848$ , CR = 0.892) with acceptable convergent validity (AVE = 0.623).
- Governance demonstrates acceptable reliability ( $\alpha = 0.745$ , CR = 0.826), although the AVE value (0.491) suggests a need for refinement of the measurement items.

*2) Inner Model Evaluation*

*a) R2 Test*

The structural model, also known as the inner model, assesses the relationships between latent variables, both independent and dependent. Key metrics for evaluating the inner model include the coefficient of determination ( $R^2$ ), adjusted  $R^2$ , and path coefficients. The analysis also considers linearity, a critical assumption in structural equation modelling using the Partial Least Squares (PLS) approach.

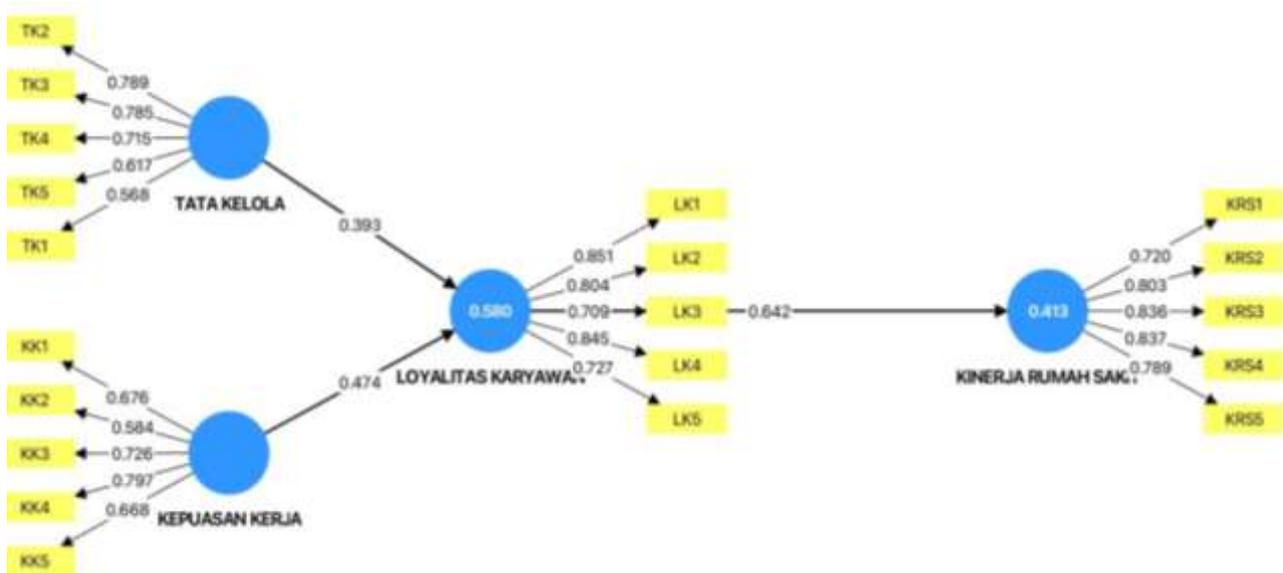


Figure 1. R<sup>2</sup> Result

The R<sup>2</sup> value reflects the proportion of variance in an endogenous construct that is explained by its predictors. R<sup>2</sup> values can be categorized as follows: strong ( $\geq 0.67$ ), moderate (0.33–0.66), and weak ( $< 0.33$ ). (Hair et al., 2012) Adjusted R<sup>2</sup> is also reported to provide a more conservative estimate, accounting for the number of predictors and the strength of their direct contributions. (Table 6)

Table 5. Adjusted R<sup>2</sup>

	R <sup>2</sup>	R <sup>2</sup> adjusted
Hospital Performance	0.413	0.410
Employee Loyalty	0.580	0.575

Employee Loyalty has an R<sup>2</sup> value of 0.580, suggesting that 58.0% of the variance in employee loyalty is explained by the constructs Hospital Governance and Job Satisfaction, demonstrating the relevance and substantial influence of these factors within the model. Hospital Performance shows an R<sup>2</sup> of 0.413, which is also within the moderate category. This implies that 41.3% of the variance in performance is explained by Employee Loyalty, highlighting the meaningful impact of loyalty on hospital outcomes.

The structural model demonstrates moderate predictive power, both at the mediating level (employee loyalty) and at the final outcome level (hospital performance). These findings support the theoretical relevance of the hypothesized relationships and validate the model's capacity for subsequent hypothesis testing.

b) *Linerarity Test*

*Path Coefficient Analysis*

Path coefficients represent the direct effect between latent variables in the structural model, with values ranging from -1 to +1. A coefficient closer to +1 indicates a strong positive effect, while values closer to -1 suggest a strong negative effect. The strength and direction of these relationships provide insight into how well the independent constructs predict the dependent constructs within the model.



**Table 6. Path Coefficient Result**

<i>Path coefficients</i>	Governance	Job Satisfaction	Employee Loyalty	Hospital Performance
Governance			0.393	
Job Satisfaction			0.474	
Employee Loyalty				0.642
Hospital Performance				

Based on **Table 7**, the following direct relationships were observed:

- Hospital Governance → Employee Loyalty (0.393). This result suggests that improved governance practices are positively associated with increased employee loyalty. Structured decision-making, fairness, and responsiveness within the organization appear to foster a stronger psychological attachment from employees.
- Job Satisfaction → Employee Loyalty (0.474). Job satisfaction demonstrated a stronger positive effect on employee loyalty. This indicates that employees who feel satisfied with their roles, compensation, supervision, and work environment are more likely to remain loyal and committed to the organization.
- Employee Loyalty → Hospital Performance (0.642). Employee loyalty exhibited a substantial positive effect on hospital performance. Loyal employees contribute to improved service quality, operational efficiency, and overall institutional success, aligning with the theoretical premise that employee commitment directly enhances organizational outcomes.

Overall, all path coefficients exceed the 0.3 threshold, indicating moderate to strong relationships among constructs. These findings support the model’s conceptual framework and justify further examination through bootstrapping and hypothesis testing to assess statistical significance.

*Path Coefficient Significance*

To assess the statistical significance of the hypothesized relationships within the structural model, a bootstrapping procedure with SmartPLS (v4.1.1.4). The evaluation criteria were based on a study conducted by Hair et al., wherein path coefficients are considered statistically significant if the T-statistic exceeds 1.96 and the p-value is below 0.05 at the 5% level. (Hair et al., 2012)

**Table 7. Direct Relationships**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV)	P values
Job satisfaction → Hospital Performance	0,304	0,311	0,050	6,077	0,000
Job satisfaction → Employee Loyalty	0,474	0,482	0,070	6,753	0,000
Employee Loyalty → Hospital Performance	0,642	0,646	0,060	10,647	0,000
Governance → Hospital Performance	0,252	0,251	0,070	3,627	0,000
Governance → Employee Loyalty	0,393	0,385	0,089	4,424	0,000

As presented in Table 8, all direct relationships between constructs are statistically significant (p < 0.001):

- Job Satisfaction → Employee Loyalty (β = 0.474, T = 6.753): Indicates that increased satisfaction significantly enhances employee loyalty.
- Governance → Employee Loyalty (β = 0.393, T = 4.424): Demonstrates that effective organizational governance contributes positively to employee commitment.
- Employee Loyalty → Hospital Performance (β = 0.642, T = 10.647): Suggests that loyalty plays a substantial role in driving institutional performance.



- Job Satisfaction → Hospital Performance ( $\beta = 0.304, T = 6.077$ ): Highlights a direct contribution of employee satisfaction to performance outcomes.
- Governance → Hospital Performance ( $\beta = 0.252, T = 3.627$ ): Indicates that good governance practices also directly influence performance.

All coefficients are positive, with standardized values exceeding 0.25, suggesting that each construct meaningfully contributes to the model. These results provide empirical support for the hypothesized direct effects.

*Indirect Effects and Mediation Analysis*

To further examine the mediating role of employee loyalty, an analysis of indirect effects was performed using the same bootstrapping approach. As shown in Table 9, both indirect pathways are statistically significant:

**Table 8. Indirect Relationships**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV)	P values
Governance → Employee Loyalty → Hospital Performance	0,252	0,251	0,070	3,627	0,000
Job Satisfaction → Employee Loyalty → Hospital Performance	0,304	0,311	0,050	6,077	0,000

- Governance → Employee Loyalty → Hospital Performance ( $\beta = 0.252, T = 3.627, p < 0.001$ ): Signifies that effective governance enhances performance indirectly by strengthening employee loyalty.
- Job Satisfaction → Employee Loyalty → Hospital Performance ( $\beta = 0.304, T = 6.077, p < 0.001$ ): Confirms that satisfaction impacts performance not only directly but also through increased loyalty.

These findings reinforce the mediating function of employee loyalty and its role in transmitting the effects of governance and job satisfaction to hospital performance. The model thus demonstrates a theoretically and empirically supported mechanism in which both structural and psychological organizational factors contribute to performance outcomes via employee engagement.

**DISCUSSION**

This study analyzed the perceptions of 160 employees at RS Husada regarding governance, job satisfaction, employee loyalty, and hospital performance. The respondent profile reflects a predominantly experienced workforce, with most individuals holding at least a secondary education, working in the hospital for over five years, and occupying both functional and administrative roles. These characteristics suggest that respondents possess adequate exposure and understanding of organizational dynamics, making their insights valuable for evaluating internal systems and outcomes.

The structural model analysis using the PLS-SEM approach revealed moderate explanatory power, as reflected by the R<sup>2</sup> values of 0.580 for employee loyalty and 0.413 for hospital performance. These values indicate a sufficient predictive capacity of the model. (Hair et al., 2012) Specifically, governance and job satisfaction jointly explain 58% of the variance in employee loyalty, while employee loyalty accounts for 41.3% of the variance in hospital performance. These findings underscore the significant role of internal organizational factors in shaping both employee attitudes and institutional outcomes.

The path analysis confirmed that all hypothesized relationships are positive and statistically significant. Job satisfaction emerged as a strong predictor of employee loyalty ( $\beta = 0.474$ ), indicating that employees who perceive their work as fulfilling are more likely to develop a strong commitment to the organization. Governance also demonstrated a substantial direct effect on loyalty ( $\beta = 0.393$ ), suggesting that transparent, fair, and responsive management practices enhance employee attachment and trust.

Employee loyalty, in turn, exerted the strongest direct effect on hospital performance ( $\beta = 0.642$ ), reinforcing the critical role of committed staff in driving service quality and operational efficiency. Both job satisfaction ( $\beta = 0.304$ ) and governance ( $\beta = 0.252$ )



also contributed directly to hospital performance, although to a lesser degree, indicating that institutional practices and working conditions can independently influence performance outcomes.

Importantly, the indirect effects highlight the mediating role of employee loyalty in linking governance and job satisfaction to performance. The indirect effect of governance on performance through loyalty was  $\beta = 0.252$ , while the effect of job satisfaction through loyalty was  $\beta = 0.304$ . Both paths were statistically significant, reinforcing the conceptual model and underscoring the central role of loyalty as a behavioral mechanism that channels internal organizational conditions into institutional effectiveness.

These findings suggest that in the context of RS Husada, employee loyalty functions as a pivotal construct that translates good governance and job satisfaction into improved hospital performance. A structured and supportive work environment fosters emotional attachment and organizational identification among employees, which in turn drives their willingness to contribute meaningfully. In public healthcare institutions, cultivating loyalty is not just a retention strategy—it is a lever for performance enhancement through empowered human capital.

## CONCLUSION

This study concludes that both governance and job satisfaction significantly influence employee loyalty, which in turn plays a central role in improving hospital performance. Based on PLS-SEM analysis, the findings show that job satisfaction has the strongest effect on loyalty, followed by governance. While both also directly affect performance, their indirect effects via loyalty are stronger.

Employee loyalty emerges as the most influential factor in explaining hospital performance, highlighting the importance of emotional commitment in public service institutions. Mediation analysis confirms that loyalty significantly bridges the impact of governance and satisfaction on performance. The model explains 58% of the variance in loyalty and 41.3% in performance, indicating moderate predictive power with strong managerial implications.

In conclusion, strengthening governance and enhancing job satisfaction are effective strategies to improve hospital performance through employee loyalty.

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