

Organizational Commitment, Motivation, and Culture on Performance: Job Satisfaction as Mediator at Tiumang Health Center

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Abstract

Purpose: This thesis examines the mediating role of job satisfaction on the effect of organizational commitment, work motivation, and organizational culture on employee performance, addressing the need to optimize human resource outcomes within the healthcare sector. Methods: An explanatory quantitative approach was applied in this study. Conducted at the Tiumang District Health Center, primary data was gathered using Likert-scale questionnaires. A total population sampling technique was utilized, involving 74 medical and administrative staff members. To test the direct and indirect hypotheses, data analysis was performed using Partial Least Square Structural Equation Modeling (PLS-SEM). Results: The findings indicate that organizational commitment, motivation, and work culture have a positive and significant direct impact on both job satisfaction and employee performance. Furthermore, the path analysis confirms that job satisfaction serves as a valid intervening variable, effectively bridging the three independent variables to drive higher overall performance. Implications: Practically, the health center management should prioritize fostering an adaptive work culture and sustaining psychological motivation to maintain high job satisfaction, which ultimately leads to better public healthcare services. Future studies are encouraged to expand the model by incorporating transformational leadership or workload variables across multiple healthcare centers to broaden the generalizability.

INTRODUCTION

Driven by shifting global market dynamics, the strategic optimization of Human Resource Management (HRM) within the healthcare sector has emerged as a fundamental imperative for nations aiming to ensure sustainable and high-quality public service delivery. (Luthans & others, 2021) underscore that at the global level, healthcare organizational performance is not merely a product of medical technological sophistication but is predominantly driven by individual capacity and professional commitment. International trends indicate that intense workloads often trigger performance volatility among healthcare practitioners, which, if not strategically addressed, may compromise public satisfaction with government-led health initiatives.

Aligned with these global challenges, the Indonesian government has designated Puskesmas (Community Health Centers) as the vanguard of the national health system transformation, aiming to achieve optimal public health outcomes. (Sutrisno, 2023) posits that the effectiveness of public institutions is intrinsically linked to employee performance, which serves as a manifestation of both qualitative and quantitative efficiency in discharging professional responsibilities. However, in practice, Puskesmas frequently encounter internal barriers such as resource constraints and organizational policies that insufficiently accommodate professional career development thereby rendering the attainment of Minimum Service Standards (MSS) inconsistent.

This performance sub-optimality is empirically evident in the operational landscape of UPT Puskesmas Tiumang. A longitudinal review of performance data from 2020 to 2024 reveals persistent fluctuations in achievement, failing to reach the idealized 100% target across all activity components, as delineated in Table 1. Overall Performance Evaluation of UPT Puskesmas Tiumang (2020–2024):

As outlined in Table 1, the overall performance of UPT Puskesmas Tiumang from 2020 to 2024 indicates

No	Activity Component	Target	2020	2021	2022	2023	2024
1	Management	100	81	86	79	85	89
2	Essential Public Health Efforts	100	86.4	80.2	78.6	84.1	79.8
3	Developmental Health Efforts	100	76.2	83.6	80.4	83.7	82.3
4	Individual Health Efforts	100	79.75	84.2	81.8	91.6	86.5
Average Performance		100	80.84	83.5	79.95	86.1	84.4

Source: Tiumang Community Health Center (UPT Puskesmas Tiumang) 2026

As illustrated in Table 1.1, the average performance of UPT Puskesmas Tiumang has exhibited pronounced instability over the past five years. The performance nadir occurred in 2022 (79.95%), and despite a moderate recovery in 2023 (86.10%), a downward trend recurred in 2024 (84.40%). This performance gap the variance between actual realization and the mandated target signals an urgent need for an in-depth examination of the HRM variables influencing employee productivity within this institutional context.

Previous studies have thoroughly examined what determines performance in the workplace. Research by (Afianto & others, 2023) and (Nugroho & Rahmawati, 2023) demonstrates that employee performance is positively and significantly affected by organizational commitment, motivation, and company culture. Specifically (Badrianto, 2022) points out that a positive culture builds a good working environment, whereas (Setyo Widodo & Yandi, 2022) identify motivation as the core internal engine for productivity. Across this literature, job satisfaction consistently emerges as the key mediating factor that translates these organizational elements into measurable performance.

Nevertheless, these studies are not without limitations. (Salsabila & Hermana, 2021) observe that in certain conditions, organizational commitment exhibits a stronger direct impact on performance than through the mediation of job satisfaction. Concurrently, (Tarjo, 2020) reports inconsistent findings regarding the mediation role of job satisfaction within specific public sector entities. Such theoretical and empirical discrepancies imply that the interplay between HRM factors and performance is highly contextual and contingent upon the specificities of the work environment.

This study seeks to bridge the aforementioned gaps by exploring job satisfaction as a mediator between organizational commitment, work motivation, workplace culture, and staff performance at the Tiumang Community Health Center. The primary drive for this research stems from the mixed evidence regarding how these mediation effects play out in public sector organizations. The originality of this paper lies in analyzing job satisfaction within a health center

(Puskesmas) that is dealing with fluctuating performance during the post-2020 healthcare transformation. These insights aim to support better, evidence-based HR management decisions at UPT Puskesmas Tiumang

METHODS

Research Object

This study took place at UPT Puskesmas Kecamatan Tiumang, situated in Jorong Sungai Langkok, Dharmasraya Regency, West Sumatra. Primarily, the research looks into how workplace culture, work motivation, and organizational commitment impact employee performance, while factoring in job satisfaction as a mediating variable. This specific location was chosen due to pressing concerns regarding erratic and declining staff performance observed at the clinic from 2020 to 2024.

Study Participants and Sampling

We targeted the entire staff at UPT Puskesmas Kecamatan Tiumang for this study, which consists of 73 people. Because this is a relatively small group, we opted for total population sampling (also known as a census approach). By including every single employee as a respondent, we ensure that our findings capture a complete and highly accurate picture of the workplace dynamics, leaving no one's perspective out.

Data Collection Techniques

For this quantitative study, we relied on a structured questionnaire as our primary tool. The survey was carefully designed around five core areas: organizational commitment, work motivation, workplace culture, job satisfaction, and overall employee performance. To capture the respondents' perceptions accurately, we used a standard Likert scale where participants could rate their level of agreement with various statements. All the information we gathered serves as primary data, sourced directly from the clinic's employees.

Data Analysis Method

To make sense of the collected data, we applied an associative quantitative framework using Partial Least Squares Structural Equation Modeling (PLS-SEM). We chose PLS-SEM specifically because it performs exceptionally well with smaller sample sizes and is highly effective at analyzing complex models that include mediating factors.

Our analytical process was split into two main phases:

1. **Measurement Model Assessment (Outer Model):** First, we verified the validity and reliability of our survey instruments. We examined Convergent Validity by looking at outer loadings and Average Variance Extracted (AVE), alongside Reliability scores using Cronbach's Alpha and Composite Reliability. Any survey indicator that fell short of the required statistical thresholds was removed to guarantee clean and precise measurements.
2. **Structural Model Assessment (Inner Model):** Next, we moved on to hypothesis testing to observe how the variables interact. We evaluated the R-square values to determine how well the model explained shifts in the dependent variable. Furthermore, we ran path coefficient tests to map out both the direct impacts and the indirect effects specifically seeing how job satisfaction acts as a bridge (mediator) for the other factors.

Ultimately, these steps were carefully executed to test our hypotheses accurately and to

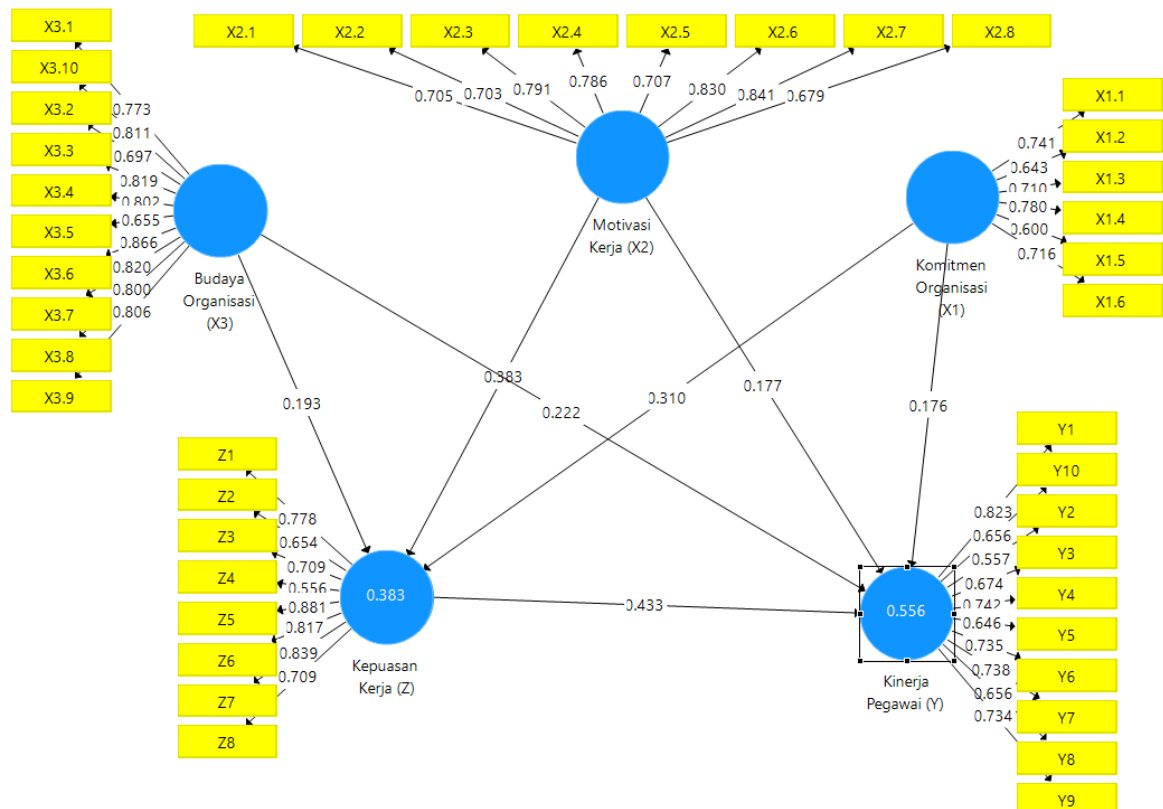
clearly uncover how workplace culture, motivation, and commitment drive employee performance at the health center.

RESULTS AND DISCUSSION

Results

The findings detailed in this section were generated using SmartPLS software. Our analytical process followed a standard two-step approach: first examining the outer measurement model, and then evaluating the inner structural model.

Assessment of the Measurement Model (Outer Model)



Picture 1 Outer Model

Assessing the outer model is a crucial step to confirm that our survey tools are both accurate and consistent. To determine convergent validity, we examined the outer loading scores, setting a strict minimum cutoff of > 0.70 for acceptable items. Based on the initial testing, several indicators were eliminated from the research variables because they did not meet the criteria: Y2, Y3, Y5, Y8, Y10, X1.2, X1.5, X2.8, X3.2, X3.5, Z2, and Z8.

Following the item removal phase, all retained indicators exhibited strong convergent validity. We further verified this using the Average Variance Extracted (AVE) scores.

Table 2 presents the detailed AVE outcomes

Indicator	Average Variance Extracted (AVE)	Information
Organizational Culture (X3)	0.666	Valid
Job Satisfaction (Z)	0.640	Valid
Employee Performance (Y)	0.610	Valid
Organizational Commitment (X1)	0.580	Valid
Work Motivation (X2)	0.599	Valid

Source: SmartPLS data processed, 2026

As illustrated in the preceding figures and Table 2, every construct demonstrates strong validity. Because their Average Variance Extracted (AVE) scores surpass the 0.50 benchmark, the variables are well-suited for the subsequent analytical phase.

Table 3. Cronbach's Alpha Reliability Scores

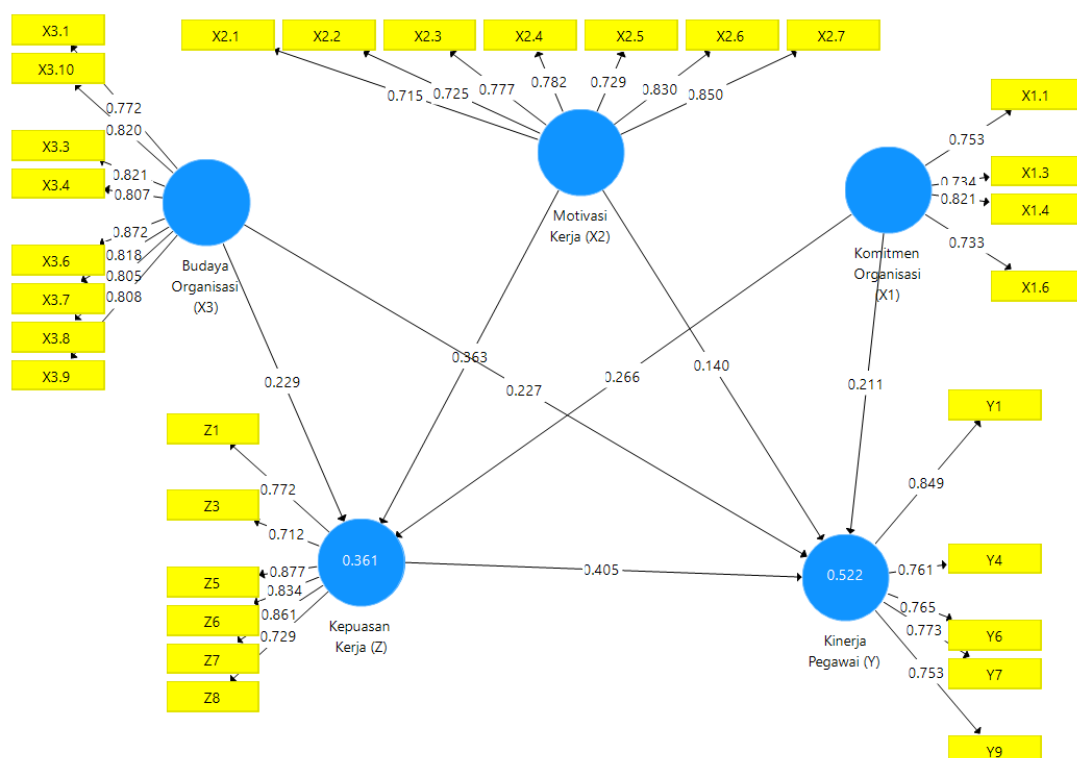
Indicator	<i>Cronbach's Alpha</i>	rho_A	Composite Reliability	Information
Organizational Culture (X3)	0.929	0.948	0.941	Reliability
Job Satisfaction (Z)	0.886	0.893	0.914	Reliability
Employee Performance (Y)	0.840	0.841	0.886	Reliability
Organizational Commitment (X1)	0.758	0.767	0.846	Reliability
Work Motivation (X2)	0.888	0.901	0.912	Reliability

Source: SmartPLS data processed, 2026

To confirm construct reliability, we looked at both the composite reliability and Cronbach's alpha scores, setting the standard acceptable threshold above 0.70 (see Table 3). The results show that every variable successfully passed this mark. Specifically, the Cronbach's alpha stood at 0.929 for Organizational Culture, 0.888 for Work Motivation, 0.886 for Job Satisfaction, 0.840 for Employee Performance, and 0.758 for Organizational Commitment.

Structural Model (Inner Model) Evaluation

We then moved on to assess the inner model. This step focused on analyzing the R-squared (R^2) outputs and developing the corresponding structural equations.



Picture 2 Inner Model

- Equation 1 (Job Satisfaction): $\text{Job Satisfaction} = .266 \text{ Organizational Commitment} + .363 \text{ Work Motivation} + .229 \text{ Organizational Culture}$.
- Equation 2 (Employee Performance): $\text{Employee Performance} = .211 \text{ Organizational Commitment} + .140 \text{ Work Motivation} + .227 \text{ Organizational Culture} + .405 \text{ Job Satisfaction}$.

Table 4 R-square Result

Indicator	<i>R Square</i>	<i>Adjusted R Square</i>
Job Satisfaction (Z)	0.361	0.333
Employee Performance (Y)	0.522	0.494

Source: SmartPLS data processed, 2026

The analysis reveals an R-squared of 0.361 for the Job Satisfaction (Z) variable. This means that Organizational Commitment, Work Motivation, and Organizational Culture collectively account for 36.1% of the variance in job satisfaction. As for Employee Performance (Y), the R-squared stands at 0.522, implying that 52.2% of its variance is driven by a combination of the exogenous constructs and the mediating variable.

Hypothesis Testing

To evaluate the proposed hypotheses, we set the significance level (alpha) at 0.05. A specific relationship is considered significant if its calculated t-statistic exceeds the critical t-table threshold of 1.96.

Table 5. Results of Direct and Indirect Effect Hypotheses

Hypotesis	Hubungan Variabel	Original Sample (O)	t-Statistic	p-Value	Decision
H1	Organizational Commitment → Job Satisfaction	0.266	3.156	0.002	Accepted

Hypotesis	Hubungan Variabel	Original Sample (O)	t-Statistic	p-Value	Decision
H2	Work Motivation → Job Satisfaction	0.363	4.227	0	Accepted
H3	Organizational Culture → Job Satisfaction	0.229	2.448	0.027	Accepted
H4	Organizational Commitment → Employee Performance	0.211	2.372	0.018	Accepted
H5	Work Motivation → Employee Performance	0.14	1.497	0.135	Rejected
H6	Organizational Culture → Employee Performance	0.211	2.448	0.015	Accepted
H7	Job Satisfaction → Employee Performance	0.211	4.006	0	Accepted
H8	Organizational Commitment → Job Satisfaction → Employee Performance	0.108	2.52	0.012	Accepted
H9	Work Motivation → Job Satisfaction → Employee Performance	0.147	2.978	0.003	Accepted
H10	Organizational Culture → Job Satisfaction → Employee Performance	0.093	1.873	0.062	Rejected

DISCUSSION

The hypothesis testing in this study provides empirical insights into how the research variables interact with one another. Below is a detailed breakdown of each hypothesis based on the statistical findings.

Hypothesis 1 (H1): The Effect of Organizational Commitment on Job Satisfaction

The statistical analysis reveals that organizational commitment significantly and positively influences job satisfaction, yielding a p-value of 0.002 and a t-statistic of 3.156. Since the calculated t-value easily surpasses the 1.96 cutoff, we reject the null hypothesis (H0). In short, when employees feel highly committed to their organization, their satisfaction at work notably increases. This outcome mirrors (Padmadisastra, 2025) findings, which emphasize that strong commitment is vital for nurturing and reinforcing employee satisfaction in the workplace.

Hypothesis 2 (H2): The Impact of Work Motivation on Job Satisfaction

Looking at work motivation, the data indicates a strong, positive effect on job satisfaction ($p = 0.000$; t-statistic = 4.227). With a t-statistic well above the required threshold, we accept H2. This implies that providing robust motivation directly boosts how satisfied workers feel. Our findings correspond with (Carvalho et al., 2020) who demonstrated that higher motivation levels directly translate into greater job satisfaction among employees.

Hypothesis 3 (H3): The Impact of Organizational Culture on Job Satisfaction

We also found that a positive organizational culture significantly enhances job satisfaction. The test produced a p-value of 0.015 and a t-statistic of 2.448, allowing us to confidently reject H0. Essentially, a healthy workplace environment driven by shared values and

norms leads to happier employees (Setiawan & Pratama, 2023) documented a similar trend, showing that strong corporate norms directly elevate worker satisfaction across various departments.

Hypothesis 4 (H4): The Impact of Organizational Commitment on Employee Performance

Organizational commitment also proves to be a significant predictor of employee performance ($p = 0.018$; t -statistic = 2.372). By rejecting the null hypothesis, we conclude that highly committed staff members tend to demonstrate significantly better work quality. This is consistent with (Widodo & Sulistiyo, 2022) who identified organizational commitment as a core internal driver that actively improves overall workplace output.

Hypothesis 5 (H5): The Impact of Work Motivation on Employee Performance

Interestingly, while work motivation shows a positive trend toward employee performance, the direct effect is not statistically significant ($p = 0.135$; t -statistic = 1.497). Falling short of the 1.96 threshold means we must accept H_0 and reject H_5 . It appears motivation alone cannot directly maximize performance without other factors at play. This supports the conclusions of (Prakoso & others, 2023) who argued that motivation usually requires a bridging mechanism such as active engagement or job satisfaction to yield tangible performance results.

Hypothesis 6 (H6): The Impact of Organizational Culture on Employee Performance

The data confirms that organizational culture directly and significantly boosts employee performance. With a p -value of 0.027 and a t -statistic of 2.448, H_6 is accepted. A supportive cultural framework clearly helps employees execute their daily tasks more effectively. (Nugroho & Suryaningtyas, 2021) back this up, noting that shared corporate values act as a strategic driver for better adaptability and increased work engagement.

Hypothesis 7 (H7): The Impact of Job Satisfaction on Employee Performance

Job satisfaction acts as a powerful catalyst for optimal performance, showing a highly significant positive relationship ($p = 0.000$; t -statistic = 4.006). Therefore, we reject H_0 . When workers are happy and satisfied with their working environment, their output naturally improves. (Riyanto et al., 2022) established a similar conclusion, verifying that satisfied employees contribute far more effectively to organizational goals.

Hypothesis 8 (H8): The Mediating Role of Job Satisfaction Between Organizational Commitment and Performance

Our mediation analysis indicates that job satisfaction successfully bridges the gap between organizational commitment and performance ($p = 0.012$; t -statistic = 2.520). Accepting H_8 means that an employee's organizational loyalty turns into actual high-quality work specifically when they feel satisfied with their job. (Saputra & Mahaputra, 2022) found the exact same dynamic, proving that theoretical commitment only translates to high performance if genuine satisfaction is present.

Hypothesis 9 (H9): The Mediating Role of Job Satisfaction Between Work Motivation and Performance

While motivation struggles to boost performance directly (as noted in H_5), it becomes a highly significant driver when mediated by job satisfaction ($p = 0.003$; t -statistic = 2.978). Thus, H_9 is accepted. Motivation needs the presence of job satisfaction to truly drive results. This aligns perfectly with (Kurniawan & Susanto, 2023) who validated that job satisfaction acts as a crucial intervening variable to make workplace motivation effective.

Hypothesis 10 (H10): The Mediating Role of Job Satisfaction Between Organizational Culture and Performance

Finally, the indirect effect of organizational culture on performance through job satisfaction proved to be positive but statistically insignificant ($p = 0.062$; $t\text{-statistic} = 1.873$). Since the t -value is below the threshold, we reject H10. In this context, job satisfaction isn't a strong enough mediator to single-handedly link culture and performance (Pratama & Lestari, 2022) previously highlighted this phenomenon, suggesting that a strong organizational culture might require more direct managerial interventions rather than simply relying on employee satisfaction to trigger performance improvements.

CONCLUSION

Conclusion

The statistical evaluation at Puskesmas Tiumang highlights key takeaways for managing human resources in the healthcare sector. The data confirms that organizational culture and commitment have a significant, direct positive effect on both employee performance and job satisfaction. Work motivation, however, only directly influences satisfaction; it falls short of improving performance on its own without a mediator.

This highlights the critical role of job satisfaction as an intervening variable that channels employee commitment and motivation into better work output. Finally, because the indirect link between organizational culture and performance via job satisfaction was found to be insignificant, it is clear that management cannot simply rely on happy employees to connect culture with performance. Instead, direct managerial action is necessary to drive those results.

This research moves the body of scientific knowledge forward by clarifying the specific, highly contextual mediating mechanics of job satisfaction within public healthcare institutions undergoing post-2020 health transformation. It addresses the empirical gap regarding mediation variability, proving that not all human resource factors rely on job satisfaction to improve performance.

However, this research is not without limitations. The study is highly contextualized, as it was conducted exclusively at a single institution (UPT Puskesmas Kecamatan Tiumang) with a limited sample size drawn from a single organizational population. Consequently, the findings must be generalized with caution, as different geographic locations, public sector entities, or organizational scales may yield different empirical dynamics.

Suggestions

Based on the research implications, the following recommendations are proposed:

- a. Practical Recommendations, The management of Tiumang Health Center must prioritize strategies that foster an adaptive work culture and sustain psychological motivation to maintain high job satisfaction, which is essential for consistent employee performance and achieving optimal public health outcomes.
- b. Recommendations for Future Studies, Future researchers are encouraged to expand upon this structural model by incorporating external variables such as transformational leadership or workload, which are highly relevant to the healthcare sector.
- c. Generalizability Expansion: To address the current research limitations, future studies should conduct cross-sectional research involving multiple healthcare centers or different public sector domains to broaden the generalizability of the findings.

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