

IMPROVING HOSPITAL EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT: THE MEDIATING ROLE OF WORK-LIFE BALANCE

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Abstract:

This study aims to analyze the effect of job satisfaction and organizational commitment on employee performance with work-life balance (WLB) as a mediating variable at RSUI Mutiara Bunda Brebes. This research employed a quantitative approach using a survey method. The population consisted of 386 employees, while the sample of 197 respondents was determined using the Slovin formula with a 5% error rate and selected through simple random sampling. Data were collected through questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4 software. The results indicate that job satisfaction has a positive and significant effect on employee performance and work-life balance. Organizational commitment also has a positive effect on work-life balance, but does not significantly affect employee performance. Furthermore, work-life balance was found to have no significant effect on employee performance. The mediation analysis revealed that work-life balance was unable to mediate the relationship between job satisfaction and employee performance, as well as the relationship between organizational commitment and employee performance. These findings imply that employee performance in the healthcare sector is more strongly influenced by direct organizational and operational factors than by employees' personal life balance. This study contributes to the development of human resource management literature, particularly regarding employee performance in healthcare institutions.

Keywords: Job Satisfaction; Organizational Commitment; Employee Performance; Work-Life Balance; Healthcare Management

Abstrak:

Penelitian ini bertujuan untuk menganalisis pengaruh kepuasan kerja dan komitmen organisasi terhadap kinerja pegawai dengan work-life balance (WLB) sebagai variabel mediasi pada RSUI Mutiara Bunda Brebes. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Populasi penelitian berjumlah 386 pegawai, sedangkan sampel sebanyak 197 responden ditentukan menggunakan rumus Slovin dengan tingkat kesalahan 5% dan dipilih melalui teknik simple random sampling. Pengumpulan data dilakukan melalui penyebaran kuesioner dan dianalisis menggunakan metode Partial Least Squares Structural Equation Modeling (PLS-SEM) dengan bantuan software SmartPLS 4. Hasil penelitian menunjukkan bahwa kepuasan kerja berpengaruh positif dan signifikan terhadap kinerja pegawai serta work-life balance. Komitmen organisasi juga berpengaruh positif terhadap work-life balance, namun tidak berpengaruh signifikan terhadap kinerja pegawai. Selain itu, work-life balance tidak berpengaruh signifikan terhadap kinerja pegawai. Hasil analisis mediasi menunjukkan bahwa work-life balance tidak mampu memediasi hubungan antara kepuasan kerja dan kinerja pegawai maupun hubungan antara komitmen organisasi dan kinerja pegawai. Temuan ini menunjukkan bahwa kinerja pegawai pada sektor pelayanan kesehatan lebih dipengaruhi oleh faktor organisasi dan operasional secara langsung dibandingkan keseimbangan kehidupan kerja pegawai. Penelitian ini memberikan kontribusi dalam pengembangan literatur manajemen sumber daya manusia, khususnya terkait kinerja pegawai pada institusi pelayanan kesehatan.

Kata Kunci: Kepuasan Kerja; Komitmen Organisasi; Kinerja Pegawai; Work-Life Balance; Manajemen SDM

1. Introduction

Human resource (HRM) management is a strategic element in improving organizational effectiveness, particularly in healthcare institutions such as hospitals. Modern HRM management focuses not only on workforce administration but also on creating working conditions that encourage employee productivity and sustainable performance (Huzain, 2021). Organizational success is greatly influenced by the effectiveness of HRM management, the primary driver of organizational operations (Farchan, 2016). In the hospital context, employee performance is a crucial factor because healthcare requires accuracy, speed, and high quality service. However, high workloads, emotional stress, and a 24-hour service system often lead to suboptimal employee performance, potentially reducing service quality and patient satisfaction (Kaya & Demirer, 2021).

One factor influencing employee performance is job satisfaction. Theoretically, job satisfaction reflects a positive emotional state that can increase employee motivation and productivity (Miner, 2016). However, previous research has shown inconsistent findings. Research by Nurrohmat and Lestari (2021) and Suryana (2021) found that job satisfaction positively impacts employee performance, while research by Sari et al. (2023) and Kurniawan and Nurohmah (2022) showed insignificant results. In addition to job satisfaction, organizational commitment is also considered a crucial factor in improving employee performance. Organizational commitment reflects an individual's emotional attachment to the organization and willingness to contribute to achieving organizational goals (Becker et al., 2007; Suhartini, 2024). However, research on the effect of organizational commitment on performance also shows inconsistencies. Falkoni (2023) and Putriana and Maulina (2020) found a positive effect, while Tampenawas et al. (2023), Rudy (2020), and Wiharyanto (2023) found insignificant results.

These differences in research findings indicate a research gap, which is suspected to be influenced by other factors, one of which is work-life balance (WLB). In a hospital environment, rotating work systems, long working hours, and emotional stress can potentially create conflict between work and personal life. These conditions can impact job satisfaction, organizational commitment, and employee performance. Theoretically, work-life balance plays a role in maintaining employees' physical and psychological health, enabling them to perform optimally and sustainably (Greenhaus, 2011). Although several studies have examined the role of WLB as a mediating variable, the results are inconsistent, and empirical studies in the hospital sector, particularly at Mutiara Bunda Islamic Hospital in Brebes, are limited.



Source: Mutiara Bunda Islamic Hospital (Processed by the author)

Figure 1. Performance Evaluation of Mutiara Bunda Islamic Hospital Employees for 2022-2023

This phenomenon is relevant to the situation at Mutiara Bunda Islamic Hospital in Brebes, which experienced a high number of patient visits, reaching 3,386 in 2025, including 1,028 visits in the past month. This high level of service activity indicates a relatively high employee workload, particularly with the 24-hour service system and divided work shifts. Employee performance evaluation data from 2022–2023 also shows that the majority of employees remain in the "adequate" category, with a decrease in the "good" category among medical personnel from 37.4% to 30.1%. This situation indicates performance dynamics influenced by internal organizational factors, such as job satisfaction, organizational commitment, and work-life balance.

Based on this empirical phenomenon and inconsistencies in previous research results, this study offers a novel approach by positioning work-life balance as a mediating variable in the relationship between job satisfaction and organizational commitment on employee performance at Mutiara Bunda Islamic Hospital in Brebes. This research is expected to fill the gap in previous research and provide a practical contribution to optimizing HR management in the healthcare sector.

2. Literature Review

Employee Performance

Employee performance is a crucial aspect of organizational success because it reflects the level of individual achievement in carrying out their duties and responsibilities (Kantohe & Sutarmin, 2017). Employee performance can be measured by punctuality, effectiveness, and efficiency in carrying out work according to assigned responsibilities (Tinofirei, 2020). Furthermore, good performance is also demonstrated by achieving organizational goals legally, ethically, and within the employee's authority (Afandi, 2024).

Job Satisfaction

Job satisfaction arises when employee expectations and needs align with perceived working conditions, including the job, work environment, and rewards received. Employees with high levels of job satisfaction tend to be motivated, engaged, and have positive feelings about their work (Sutrisno et al., 2023). In the healthcare sector, job satisfaction plays a crucial role in maintaining emotional stability, increasing organizational commitment, and supporting sustainable service quality and employee performance (Ramadhani, 2024).

Organizational Commitment

Organizational commitment is a form of individual attachment and loyalty to an organization, demonstrated through belief in the organization's goals and a desire to maintain membership in it (Rizal et al., 2023). Organizational commitment also reflects an employee's allegiance to the organization and their willingness to continue contributing to achieving its goals (Suhartini, 2024).

Work-Life Balance (WLB)

Work-life balance (WLB) describes an employee's ability to balance work responsibilities with personal and family life. This condition is crucial for maintaining psychological well-being, physical health, and sustainable employee performance (Putri, 2024). In a hospital environment characterized by long working hours, shift systems, and high emotional pressure, work-life balance is a crucial factor in reducing stress and burnout. Employees with a good work-life balance tend to be better able to maintain emotional stability, focus, and work productivity in providing healthcare services (Rasak et al., 2025).

3. Research Methods

3.1. Object, time and Place

The location of this research was conducted at a Private Hospital, located in Tanjung District, Brebes Regency, namely at RSUI Mutiara Bunda Brebes, precisely on Jl Raya Pantura Cendrawasih, Tanjung, Brebes, this research will be conducted in February-May 2026.

3.2. Data Collection Techniques

The sampling technique in this study used probability sampling with the simple random sampling method, namely a sampling technique that provides an equal opportunity for each member of the population to be selected as a sample. The number of samples was determined using the Slovin formula with a 5% error rate, resulting in 197 respondents from a total population of 386 employees.

3.3. Data Analysis Techniques

The data obtained were analyzed using SmartPLS software with the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique. This method was used because it is capable of analyzing complex relationships among latent variables and testing mediating variables in the research model.

1) Partial Least Squares Structural Equation Modeling (PLS-SEM)

This study used Partial Least Squares Structural Equation Modeling (PLS-SEM) as the data analysis technique. PLS-SEM was chosen because it can analyze relationships among latent variables simultaneously and is suitable for predictive research models with multiple variables.

2) Measurement Model Evaluation (Outer Model)

The outer model evaluation was conducted to test the validity and reliability of the constructs. Validity testing was carried out through convergent validity and discriminant validity, while reliability testing used composite reliability and Cronbach's alpha.

3) Structural Model Evaluation (Inner Model)

The inner model evaluation was conducted using the coefficient of determination (R^2), effect size (F^2), predictive relevance (Q^2), PLS-Predict, and path coefficient analysis. Hypothesis testing was performed using the bootstrapping procedure by examining the p-values and t-statistics to determine the significance of the relationships among variables in the research model.

4. Results and Discussion

This study was conducted on employees of RSUI Mutiara Bunda Brebes. The purpose of this study was to examine the influence of job satisfaction and organizational commitment on employee performance with work-life balance (WLB) as a mediating variable at RSUI Mutiara Bunda Brebes. Data collection was conducted by distributing questionnaires directly to employees of RSUI Mutiara Bunda Brebes with a total of 197 respondents. The classification of respondents in this study aims to provide a clear picture of the characteristics of the respondents as research objects.

4.1. Research Results

This study involved 197 employees of RSUI Mutiara Bunda Brebes as respondents. Data were analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with SmartPLS 4. The evaluation of the measurement model indicated satisfactory validity and reliability. All indicator outer loading values exceeded the recommended threshold of 0.70, confirming good convergent validity. In addition, Cronbach's Alpha and Composite Reliability values for all constructs were above 0.70, indicating that the measurement instruments were reliable and internally consistent (Hair et al., 2017). The discriminant validity test using Fornell-Larcker Criterion and Cross Loading also demonstrated that each construct was empirically distinct from the others.

The structural model evaluation showed that the model possessed adequate explanatory power. The R-square value for employee performance indicated moderate explanatory capability, suggesting that employee performance can be explained by job satisfaction, organizational commitment, and work-life balance (WLB), while the remaining variance may be influenced by other variables outside the model.

Table 1. Structural Model Results

Hypothesis	Relationship	Result
H1	Job Satisfaction → Employee Performance	Supported
H2	Organizational Commitment → Employee Performance	Not Supported
H3	Job Satisfaction → Work-Life Balance	Supported
H4	Organizational Commitment → Work-Life Balance	Supported
H5	Work-Life Balance → Employee Performance	Not Supported
H6	Job Satisfaction → Employee Performance through Work-Life Balance	Not Supported
H7	Organizational Commitment → Employee Performance through Work-Life Balance	Not Supported

Sumber: Data primer diolah peneliti (2026).

The results indicate that job satisfaction has a positive effect on employee performance. Employees who feel satisfied with their work tend to demonstrate higher motivation, responsibility, and work enthusiasm, which ultimately improve performance. In the healthcare sector, employee satisfaction is closely related to working conditions, compensation, supervisory support, and workload management. Employees who perceive fairness and comfort in the workplace are more likely to provide optimal healthcare services. This finding is consistent with the Affective Events Theory proposed by Weiss and Cropanzano (1996), which explains that positive emotional experiences in the workplace encourage productive work behavior. The result also supports previous studies showing that job satisfaction significantly improves employee performance (Rosandy, 2013; Riyanti, 2024; Karyadi & Tahalele, 2025).

However, organizational commitment was found to have no significant effect on employee performance. This finding indicates that employees with high organizational commitment do not necessarily demonstrate higher performance levels. In the context of hospitals, employees may remain committed to the organization because of professional responsibility or job stability, yet such commitment does not automatically translate into improved work outcomes. Heavy workloads, shift systems, and emotional pressure in healthcare services may limit the ability of committed employees to maintain optimal performance. This finding differs from several previous studies which found a positive

relationship between organizational commitment and employee performance (Gunawan et al., 2020; Guswinta et al., 2023).

The study also found that job satisfaction has a positive effect on work-life balance (WLB). Employees who experience higher satisfaction at work tend to manage the balance between professional and personal life more effectively. Supportive work environments, fair compensation, and manageable workloads contribute to employees' psychological well-being, enabling them to maintain harmony between work and personal responsibilities. This finding supports the work-life balance theory proposed by Greenhaus (2011), which emphasizes the importance of balancing professional and personal roles to maintain employee well-being. The result is also consistent with previous studies conducted by Khusnul (2025) and Alawiyah (2024), which reported that satisfied employees tend to experience better work-life balance.

Similarly, organizational commitment was found to positively affect work-life balance (WLB). Employees with strong commitment to the organization are generally more capable of managing work responsibilities and personal obligations effectively. Organizational attachment encourages employees to adapt to work demands while maintaining stability in their personal lives. This finding supports previous studies by Priyanto et al. (2025) and Azizah (2025), which found that organizational commitment contributes positively to employees' ability to maintain work-life balance.

Nevertheless, work-life balance (WLB) did not significantly affect employee performance. This result suggests that having a balanced personal and professional life does not necessarily improve employee productivity or work outcomes in the hospital environment. In healthcare organizations, employee performance is often more strongly influenced by operational demands, professional competence, and workload intensity rather than personal life balance alone. Employees may experience good work-life balance, but the complexity and pressure of healthcare services can still hinder performance improvement. This finding differs from previous studies that identified work-life balance as a significant predictor of employee performance (Indrian et al., 2023; Priyanto et al., 2025).

Furthermore, the mediation analysis revealed that work-life balance (WLB) was unable to mediate the relationship between job satisfaction and employee performance, as well as the relationship between organizational commitment and employee performance. These findings indicate that work-life balance does not function as an intermediary mechanism linking psychological work conditions with employee performance in the context of RSUI Mutiara Bunda Brebes. Although employees may experience satisfaction and organizational attachment, such conditions are insufficient to improve performance indirectly through work-life balance. This may occur because employee performance in healthcare institutions is more directly influenced by professional responsibilities, service demands, and organizational systems. Therefore, work-life balance alone may not be adequate to strengthen employee performance unless accompanied by improvements in other organizational and operational factors.

5. Conclusion

Based on the data that has been collected and the results of tests conducted regarding the influence of job satisfaction and organizational commitment on employee performance with work-life balance (WLB) as a mediating variable at RSUI Mutiara Bunda Brebes, the following conclusions can be drawn:

1. Job satisfaction has a positive effect on employee performance at RSUI Mutiara Bunda Brebes. This indicates that the higher the level of job satisfaction experienced by employees, whether in terms of the work environment, rewards, or relationships with coworkers, the greater the likelihood of improved performance. Satisfied employees tend to have higher work motivation, are more responsible for their duties, and are able to deliver optimal results for the organization.
2. Organizational commitment has no effect on employee performance at RSUI Mutiara Bunda Brebes. This indicates that although employees feel a sense of attachment to the organization, this does not necessarily directly improve performance. This situation indicates that other factors are more dominant in influencing employee performance, such as work systems, workload, or other individual factors.
3. Work-life balance (WLB) has no effect on employee performance at RSUI Mutiara Bunda Brebes. This indicates that employees' work-life balance has not significantly contributed to improved performance. It is likely that employees are still required to complete their work professionally regardless of their personal-life balance.
4. Job satisfaction has a positive effect on work-life balance (WLB) at RSUI Mutiara Bunda Brebes. This indicates that employees who are satisfied with their jobs tend to have better psychological well-being, enabling them to manage their time and roles between work and personal life in a more balanced and controlled manner.

5. Organizational commitment has a positive effect on work-life balance (WLB) at RSUI Mutiara Bunda Brebes. This indicates that employees with a high commitment to the organization tend to be better able to adapt to job demands, thereby maintaining a balance between work and personal life.
6. Work-life balance (WLB) does not mediate the relationship between job satisfaction and employee performance at RSUI Mutiara Bunda Brebes. This indicates that although job satisfaction can improve work-life balance (WLB), this increase is not strong enough to have an indirect impact on employee performance. In other words, the effect of job satisfaction on performance is more direct than through intermediary variables.
7. Work-life balance (WLB) does not mediate the relationship between organizational commitment and employee performance at RSUI Mutiara Bunda Brebes. This indicates that high organizational commitment does not indirectly improve performance through work-life balance (WLB). This means that the relationship between organizational commitment and employee performance is not strengthened by the presence of work-life balance (WLB) as a mediating variable.

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