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# Organizational Commitment and Employee Performance: Examining the Mediating Role of Work Motivation in Healthcare Organizations

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**A R T I C L E I N F O**

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**ABSTRACT**

*The study was conducted to understand how psychological and organizational factors contribute to employee work outcomes in a service environment that demands high discipline, responsibility, and productivity. A quantitative associative survey method was applied by distributing questionnaires to hospital employees who met the specified criteria. The data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) to test the relationships among the variables. The study focuses on three main constructs: motivation, organizational commitment, and employee performance. Organizational commitment consists of affective, normative, and continuance dimensions, while motivation includes intrinsic and extrinsic drivers such as recognition, incentives, leadership support, and career opportunities. Employee performance is assessed through quality, quantity, timeliness, and effectiveness. The findings are expected to provide both theoretical and practical contributions to human resource management, particularly in improving employee performance through stronger organizational commitment and higher work motivation.*

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**ABSTRACT**

Penelitian ini dilakukan untuk memahami bagaimana faktor-faktor psikologis dan organisasional berkontribusi terhadap hasil kerja karyawan dalam lingkungan layanan yang menuntut disiplin, tanggung jawab, dan produktivitas tinggi. Metode survei kuantitatif asosiatif diterapkan dengan menyebarkan kuesioner kepada karyawan rumah sakit yang memenuhi kriteria yang telah ditetapkan. Data dianalisis menggunakan Structural Equation Modeling-Partial Least Squares (SEM-PLS) untuk menguji hubungan antarvariabel. Penelitian ini berfokus pada tiga konstruk utama: motivasi, komitmen organisasional, dan kinerja karyawan. Komitmen organisasional mencakup dimensi afektif, normatif, dan berkelanjutan (continuance), sedangkan motivasi meliputi faktor pendorong intrinsik dan ekstrinsik seperti pengakuan, insentif, dukungan kepemimpinan, dan peluang karier. Kinerja karyawan dinilai berdasarkan aspek kualitas, kuantitas, ketepatan waktu, dan efektivitas. Temuan penelitian ini diharapkan dapat memberikan kontribusi teoretis maupun praktis bagi manajemen sumber daya manusia, khususnya dalam meningkatkan kinerja karyawan melalui komitmen organisasional yang lebih kuat dan motivasi kerja yang lebih tinggi.

## INTRODUCTION

Employee performance is one of the most important determinants of organizational success, especially in service-oriented institutions where work quality, responsiveness, and consistency directly affect overall outcomes. Performance refers to the results achieved by employees in carrying out their duties according to established standards and expectations. It is not limited to the amount of work completed, but also includes the quality of results, timeliness, cooperation, and the extent to which employees contribute to organizational effectiveness and efficiency (Judge & Robbins, 2017). In this sense, employee performance reflects both individual productivity and organizational capability. Therefore, organizations need to identify the factors that shape employee performance in order to maintain service quality and operational sustainability (Rahmanita et al., 2023, 2024).

One of the key factors influencing performance is organizational commitment. Organizational commitment describes the emotional attachment, moral obligation, and perceived need of employees to remain in the organization. Meyer & Allen (1991), explain that organizational commitment consists of three dimensions: affective, normative, and continuance commitment. Affective commitment refers to emotional attachment and a sense of belonging to the organization. Normative commitment reflects a moral obligation to stay and contribute, while continuance commitment concerns the perceived costs of leaving the organization. Employees with strong organizational commitment are generally more loyal, more responsible, and more willing to exert additional effort in support of organizational goals (Astuti & Soliha, 2021; Fitrio, T. et al., 2023; Kaplan & Kaplan, 2018; Meyer & Allen, 1991; Rahmanita et al., 2023, 2024; Wulandari, 2018; Zhang & Liu, 2022). Conversely, weak commitment may lead to reduced engagement, lower discipline, and less optimal work outcomes.

Motivation is another crucial factor that affects employee performance. (Alkasasbeh & Akroush, 2025; Buil et al., 2019; Dwivedula, 2025; Ferris & Rosen, 2016; Parker & Wang, 2015; Rachman, 2022; Susanto et al., 2023; Vanpoucke et al., 2016; Vosylis et al., 2022; Zainal, 2015) defines motivation as an internal drive that encourages individuals to act, take initiative, and strive to achieve specific goals. Motivation can arise from intrinsic and extrinsic factors. Intrinsic motivation comes from within the individual, such as personal satisfaction, responsibility, and the desire to perform well. Extrinsic motivation, on the other hand, is influenced by external conditions such as compensation, recognition, promotion opportunities, and leadership support. Employees who are highly motivated tend to show greater concentration, higher initiative, and stronger productivity in carrying out daily tasks (Rahmanita et al., 2023). In demanding work environments, motivation becomes especially important because it helps employees sustain effort and maintain service quality under pressure.

The relationship between organizational commitment, motivation, and performance is not always direct. Recent studies suggest that motivation can act as a mediating variable that explains how organizational commitment influences performance (Shen et al., n.d.). In this model, employees who feel attached to the organization are more likely to develop stronger motivation, which then leads to better performance. This means that commitment does not only affect work results directly, but also works through motivational mechanisms that shape behavior and effort Purnamasari et al. (2023) and Rahmanita et al. (2023). This perspective is important because it helps organizations understand the internal process behind employee performance and design more effective human resource strategies.

The context of health-related service organizations adds additional pressure on employee performance. Workers in this sector are expected to maintain high levels of discipline, accuracy, responsibility, and cooperation because their performance has a direct impact on service quality and operational continuity. In such environments, workload pressure, time sensitivity, and the need for coordinated teamwork can easily affect employee motivation and commitment. When these psychological conditions weaken, performance problems such as absenteeism, lateness, reduced discipline, and poor coordination may emerge (Rahmanita et al., 2023, 2026). This makes the study of organizational commitment and motivation highly relevant for understanding performance challenges in service settings.

In practice, many organizations still face difficulties in maintaining strong employee motivation and organizational commitment. Employees may feel that rewards, promotion opportunities, or leadership support are not sufficient to match their workload and responsibilities. Such perceptions can lower morale and weaken the sense of belonging to the organization. At the same time, employees with strong professional values may still remain committed despite challenging conditions, which indicates that both personal and organizational factors shape work behavior. This situation suggests the need for empirical research to examine how commitment and motivation interact in influencing performance (Purnamasari et al., 2023; Shen et al., n.d.).

Based on these considerations, this study aims to examine the effect of organizational commitment on employee performance, the effect of motivation on

employee performance, and the effect of organizational commitment on motivation, as well as the mediating role of motivation in the relationship between organizational commitment and employee performance. The findings are expected to contribute to the development of human resource management theory and provide practical insights for organizations in designing policies that strengthen employee commitment, improve motivation, and enhance performance sustainably (Purnamasari et al., 2023).

Objectives

This article intends

1. To analyze the effect of organizational commitment on employee performance.
2. To analyze the effect of motivation on employee performance.
3. To analyze the effect of organizational commitment on employee motivation.
4. To analyze the role of motivation as a mediating variable in the relationship between organizational commitment and employee performance.

## RESEARCH METHODS

Contains the type of research, time and place of This study employed a quantitative research approach using a survey method to examine the relationships among organizational commitment, motivation, and employee performance. The survey was conducted by distributing structured questionnaires to respondents who met the predetermined criteria. The study aimed to test the direct effect of organizational commitment on employee performance, the effect of motivation on employee performance, the effect of organizational commitment on motivation, and the mediating role of motivation in the relationship between organizational commitment and employee performance.

The population of this study consisted of all active employees who worked in the organization and had been employed for at least one year. A purposive sampling technique was used to select respondents based on specific criteria relevant to the objectives of the study. This sampling method was chosen to ensure that the selected respondents had adequate experience and understanding of the variables being studied.

Primary data were collected through a questionnaire using a five-point Likert scale ranging from strongly disagree to strongly agree. The questionnaire items were developed based on the indicators of organizational commitment, motivation, and employee performance identified in the literature. In addition, secondary data such as internal reports and attendance records were used to support the analysis. Before the main analysis, the instrument was tested for validity and reliability to ensure that it was accurate and consistent.

Organizational commitment was measured using a questionnaire adapted from the Three-Component Model (Meyer & Allen, 1991), which includes affective, continuance, and normative commitment. Work motivation was assessed using a scale adapted from the Multidimensional Work Motivation scale developed by Gagne (Aspeli et al., 2015; Gagné et al., 2015), which includes both intrinsic and extrinsic motivational drivers. Employee performance was measured using a scale adapted from the Individual Work Performance Questionnaire (IWPQ) scale developed by Koopmans et al. (2014). All items were rated on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The collected data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS). This technique was selected because it is suitable for examining complex relationships among latent variables, including direct and indirect effects. The analysis was conducted in two stages: measurement model evaluation and structural model evaluation. The measurement model was assessed through indicator loadings, composite reliability, Cronbach's alpha, and average variance extracted to confirm validity and reliability. The structural model was evaluated using path coefficients, coefficient of determination, and bootstrapping results to test the hypotheses and determine the significance of the relationships among variables

## RESULT AND DISCUSSION

### RESULT

Outer Model Evaluation

The outer loading test was conducted using convergent validity, reliability, and discriminant validity criteria. Convergent validity testing in PLS was conducted by evaluating the outer loading and AVE values. Figure 1 shows that the outer loading is greater than 0.4, so the outer model evaluation can proceed to the next stage.

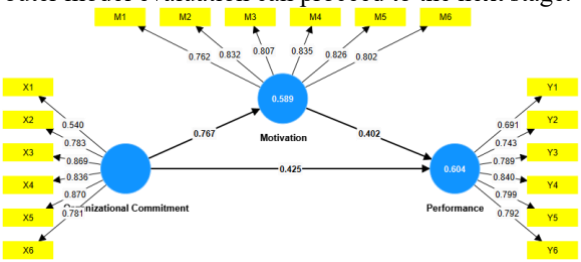


Figure 1 Outer Loading (PLS Output)

The validity test results were followed by an evaluation of the AVE value. The AVE value is shown in Table 1. An AVE value above 0.5 indicates that the data meets the convergent validity test criteria. The

reliability test was conducted using the criteria of a composite reliability value above 0.9 and a Cronbach's alpha above 0.9. Based on Table 1, the composite reliability value is above 0.9 and the Cronbach's alpha is above 0.9. Therefore, the data can be concluded as reliable.

Table 1. Convergent Validity and Reliability Test

| Indicators | | Loading factors | Composite Reliability | Cronbach's Alpha | AVE |
|---|---|---|---|---|---|
| Organizational Commitment | X1 | 0.540 | 0.896 | 0.920 | 0.658 |
| | X2 | 0.783 | | | |
| | X3 | 0.869 | | | |
| | X4 | 0.836 | | | |
| | X5 | 0.870 | | | |
| | X6 | 0.781 | | | |
| Motivation | M1 | 0.762 | 0.872 | 0.906 | 0.621 |
| | M2 | 0.832 | | | |
| | M3 | 0.807 | | | |
| | M4 | 0.835 | | | |
| | M5 | 0.826 | | | |
| | M6 | 0.802 | | | |
| Performance | Y1 | 0.691 | 0.868 | 0.901 | 0.604 |
| | Y2 | 0.743 | | | |
| | Y3 | 0.789 | | | |
| | Y4 | 0.840 | | | |
| | Y5 | 0.799 | | | |
| | Y6 | 0.792 | | | |

The Heterotrait-Monotrait Ratio (HTMT) is considered good if its value is less than 0.90. If the HTMT is below this limit, the constructs are considered to have good discriminant validity, meaning each latent variable is sufficiently distinct conceptually and empirically. The HTMT values are shown in Table 2. Based on Table 2, it is clear that the HTMT value is below 0.9. Therefore, the evaluation of the divergent validity test can be continued to the evaluation of the Fornell-Larcker results.

Table 2. Discriminant Validity (HTMT)

| Variables | M | OC | P |
|---|---|---|---|
| M | | | |
| OC | 0.863 | | |
| P | 0.823 | 0.841 | |

Note: Motivation (M), Organizational Commitment (OC), Performance (P).

The Fornell-Larcker criterion states that the square root of the AVE of each construct must be greater than its correlation with other constructs. In other words, the diagonal values in the Fornell-Larcker matrix must exceed the correlation values between constructs in the same row or column. If this requirement is met, the construct is considered to have adequate discriminant validity. The Fornell-Larcker values are shown in Table 3. Table 3 shows that the data meets the discriminant validity test based on the Fornell-Larcker results.

Table 3. Discriminant Validity (Fornell-Larcker)

| Variables | M | OC | P |
|---|---|---|---|
| M | 0.811 | | |
| OC | 0.767 | 0.788 | |
| P | 0.728 | 0.733 | 0.777 |

Note: Motivation (M), Organizational Commitment (OC), Performance (P).

Inner Model Evaluation

Evaluation of the inner model in SEM-PLS is usually done using several main measures: R-square ($R^2$), path coefficient, and significance test through bootstrapping (t-statistic or p-value).

The R2 results are shown in table 4. An R2 value of 0.75 indicates a strong model, 0.50 indicates a moderate model, and 0.25 indicates a weak model. The R2 result for the M variable is 0.588, so it can be concluded that the model is moderate. The R2 result for the P variable is 0.602, so it can be concluded that the model is moderate.

Table 4. R-Square

| Variables | R-square | R-square adjusted |
|---|---|---|
| Motivation | 0.589 | 0.588 |
| Performance | 0.604 | 0.602 |

The path coefficient indicates the direction of the relationship between variables, with positive values indicating a unidirectional influence and negative values indicating an opposite influence. The path coefficients are shown in Table 5. The relationship is declared significant if the t-statistic ≥ 1.96 and p-value ≤ 0.05. The relationship between M and P has a t-statistic 6.012 (≥ 1.96) and p-value 0.00 (≤ 0.05), so it can be concluded that the relationship between the M and P variables is positive and significant. The relationship between OC and M has a t-statistic 21.912 (≥ 1.96) and p-value 0.00 (≤ 0.05), so it can be concluded that the relationship between the OC and M variables is positive and significant. The relationship between OC and P has a t-statistic 6.085 (≥ 1.96) and p-value 0.00 (≤ 0.05), so it can be concluded that the relationship between the OC and P variables is positive and significant. The relationship between OC and P with M as a mediator (indirect effect) has a t statistic of 5.674 (≥ 1.96) and a p value of 0.00 (≤ 0.05), so it can be concluded that the relationship between the OC and P variables is positive and significant. These results indicate that M partially mediates the relationship between OC and P.

Table 5. Path Coefficients

| Variables | Original Sample | Sample Mean | STDEV | T Statistics | P Values |
|---|---|---|---|---|---|
| M -> P | 0.402 | 0.401 | 0.067 | 6.012 | 0.000 |
| OC -> M | 0.767 | 0.767 | 0.035 | 21.912 | 0.000 |
| OC -> P | 0.425 | 0.427 | 0.070 | 6.085 | 0.000 |
| OC -> M -> P | 0.309 | 0.308 | 0.054 | 5.674 | 0.000 |

Note: Motivation (M), Organizational Commitment (OC), Performance (P).

Employee performance is one of the most important factors in determining organizational success, especially in service-oriented institutions where the quality of human resource behavior directly affects service delivery. In this study, performance is understood as the result of employee work based on established standards, including quality, quantity, timeliness, cooperation, and effectiveness. Strong performance is not only reflected in the completion of tasks, but also in the way employees contribute to organizational goals. For this reason, organizations need to understand the factors that shape employee performance and the mechanisms through which those factors operate. Among the most influential factors are organizational commitment and motivation, which are often linked to employee attitudes, work behavior, and productivity.

The findings suggest that organizational commitment has a meaningful role in strengthening employee performance. This result can be explained through the idea that employees who feel emotionally attached to the organization are more willing to contribute beyond their formal duties. Affective commitment creates pride, belonging, and a sense of identification with the organization, which encourages employees to work more seriously and consistently. Normative commitment also supports performance because employees feel a moral responsibility to remain loyal and perform well. Continuance commitment, although based more on the perceived cost of leaving, can still reduce turnover intentions and maintain continuity in employee behavior. When these dimensions are strong, employees tend to show higher responsibility, better discipline, and greater willingness to achieve organizational targets.

Organizational commitment is also important because it helps create a stable and supportive work environment. Employees who are committed usually have stronger trust in the organization, better relationships with leaders, and a more positive attitude toward their tasks. This condition is especially relevant in workplaces that require coordination, accuracy, and quick response. In such settings, a lack of commitment may appear in forms such as lateness, absenteeism, low initiative, and minimal involvement in teamwork. These behaviors can reduce operational effectiveness and weaken service quality. Therefore, improving organizational commitment should be seen as a strategic effort to support sustainable employee performance.

Motivation is another key factor that influences performance directly. Employees who are highly motivated tend to work with greater energy, focus, and persistence. Motivation can arise from internal factors such as personal responsibility, satisfaction, and the desire to achieve, as well as external factors such as rewards, recognition, promotion, and leadership support. When employees believe that their effort will be appreciated and fairly rewarded, they are more likely to invest additional effort in their work. This is particularly important in demanding environments where employees face pressure, time constraints, and high expectations. In such situations, motivation helps employees maintain enthusiasm and avoid declines in productivity.

The relationship between motivation and performance is often visible in daily work behavior. Motivated employees usually demonstrate better concentration, stronger initiative, and greater willingness to solve problems. They are also more likely to complete their tasks on time and maintain higher work quality. In contrast, low motivation can lead to careless work, reduced effort, and lower commitment to organizational goals. This shows that motivation is not just an internal feeling, but a practical force that shapes how employees behave in the workplace. For organizations, this means that motivation should not be treated as a temporary issue, but as a core element of human resource management.

Another important point is that motivation may function as a mediator between organizational commitment and performance. This means that commitment does not always influence performance directly; instead, it may first increase employees' motivation, which then leads to better work outcomes. Employees who are committed to the organization are more likely to feel that their work matters and that their contribution is meaningful. This sense of value can strengthen motivation, and the stronger motivation then drives improved performance. In this way, motivation becomes the bridge that explains how organizational commitment is translated into observable work results. This mediating role is important because it helps organizations understand that commitment alone is not enough if it is not accompanied by motivational support.

This mediation perspective also offers a more complete explanation of employee behavior. An employee may feel attached to the organization, but if the work environment does not support motivation,

performance may still remain weak. Likewise, employees may have motivation, but if they do not feel connected to the organization, their effort may not be sustained in the long term. Therefore, commitment and motivation should be developed together as complementary factors. Commitment provides emotional and moral attachment, while motivation provides the energy and direction needed to carry out tasks effectively. When both are present, employee performance is more likely to improve in a stable and consistent manner.

The organizational context in this study shows that performance problems are often associated with a decline in motivation and variation in commitment. Employees may experience reduced enthusiasm because of limited recognition, inadequate compensation, unclear career opportunities, or unsupportive leadership. At the same time, differences in employment status may create differences in how strongly employees identify with the organization. Permanent employees may feel more secure and valued, while contract employees may experience more uncertainty. These conditions can influence both commitment and motivation, which in turn affect how employees perform. Therefore, managerial attention is needed to create fairness, recognition, and support across all employee groups.

From a managerial perspective, the results imply that organizations should not focus only on controlling employee behavior, but also on building internal psychological resources. Efforts to increase commitment can be done through transparent policies, supportive leadership, career development, and fair treatment. Efforts to strengthen motivation can include recognition programs, equitable incentives, a healthy work environment, and opportunities for growth. When these initiatives are implemented consistently, employees are more likely to feel valued and to respond with higher dedication and stronger performance. This approach is especially important in service organizations where employee behavior directly shapes the organization's public image and service outcomes.

Overall, the discussion shows that employee performance is influenced by both organizational commitment and motivation, either directly or through mediation. Commitment encourages loyalty, responsibility, and long-term attachment, while motivation generates the energy and persistence needed to perform well. The relationship between these variables suggests that sustainable performance improvement requires a balanced strategy that addresses both emotional attachment and work drive. Organizations that invest in strengthening these two aspects are more likely to achieve better productivity, better employee behavior, and better organizational results.

## CONCLUSION

The findings of this study show that organizational commitment has an important role in improving motivation and performance. Motivation has a significant positive effect on performance, while organizational commitment also has a significant positive effect on both motivation and performance. In addition, the indirect effect of organizational commitment on performance through motivation is significant, indicating that motivation partially mediates this relationship. Overall, these results confirm that strengthening organizational commitment and motivation can effectively enhance employee performance.

The findings of this study theoretically reinforce the importance of organizational commitment in enhancing employee motivation and performance. They also support the notion that motivation functions as a mediating variable that explains the mechanism through which organizational commitment influences performance.

Practically, organizations should strengthen employee commitment by fostering a supportive work environment, ensuring fair recognition, and implementing effective human resource management practices. These efforts are expected to increase motivation and, in turn, improve employee performance.

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