Examining the Impact of Organizational Commitment and Work-Life Balance on Nurses' Job Performance at Regional General Hospital X in Jakarta: The Mediating Role of Job Satisfaction

Caroline Novenia Djajasasana*[1], Yohana F. Cahya Palupi Meilani[2]

*[1] Hospital Administration, Universitas Pelita Harapan, Tangerang, Indonesia

[2] Faculty of Economics and Business, Universitas Pelita Harapan, Tangerang, Indonesia

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Email Correspondence

carolinenoveniadj@gmail.com

ABSTRACT

Hospitals require health workers with optimal performance to ensure high quality services, especially nurses who act as the frontline in patient care. Optimal nurse performance can improve patient safety, operational efficiency, and patient satisfaction. Maintaining this level of performance is a major challenge for hospital management. This study aims to analyse the effect of organisational commitment and work-life balance on nurses' job performance at Regional General Hospital X in Jakarta, with job satisfaction as a mediating variable. This study used a quantitative approach with a cross-sectional design, using a structured questionnaire distributed to non-civil servant nurses who have worked for at least one year at the hospital. The study involved a total of 100 respondents, consisting of 30 participants in the preliminary study and 70 in the main study. Data were analysed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results showed that both organisational commitment and work-life balance have a significant positive influence on job performance, both directly and indirectly through the mediation of job satisfaction. This study provides managerial implications for hospital administrators to effectively maintain and improve nurses' performance.

Keywords

Organizational Commitment, Work-Life Balance, Job Satisfaction, Job Performance, Nurses, Hospital

INTRODUCTION

Hospitals are key institutions in the health care system that have a vital role in ensuring public access to safe, effective, and sustainable medical services. In Indonesia, the number of hospitals has increased every year, both those managed by the government and the private sector, along with the increasing needs of the community for quality and accessible health services (Ministry of Health of the Republic of Indonesia, 2022). However, this development also brings challenges in hospital management, especially in the aspect of human resource management, which is a central component in service delivery. DKI Jakarta Province as the capital city of the country faces a higher complexity of health services than other regions. Hospitals in Jakarta not only serve the local community, but also become referral centres from surrounding areas, which has an impact on the high intensity of services and workload of health workers, especially nurses (DKI Jakarta Provincial Health Office, 2023). In this context, the effectiveness of nursing staff management is an important factor in maintaining the overall quality of hospital services.

Nurses have a crucial role as health workers who are at the forefront of service to patients. In addition to carrying out clinical tasks, nurses also contribute to interpersonal communication, clinical decision-making, and interprofessional collaboration. Therefore, nurse performance is a key indicator in assessing hospital service quality, patient safety, operational efficiency, and service user satisfaction. Previous research shows that nurses' performance is strongly influenced by high work pressure, limited resources, and unbalanced working conditions. Gou et al. (2024) stated that an imbalance between work and personal life demands can reduce work effectiveness, increase the risk of burnout, and reduce job satisfaction. In this case, work-life balance (WLB) is an important factor that needs attention. In addition to WLB, organisational commitment is also an important determinant in encouraging nurse performance. High commitment to the organisation encourages nurses to make the best contribution, show loyalty, and survive in challenging working conditions. Loan (2020) and Judi et al. (2025) found that organisational

commitment has a significant effect on job satisfaction and employee performance in the health sector. These two factors-WLB and organisational commitment-can interact with each other through job satisfaction as a mediating variable that strengthens their relationship to performance.

This condition is very relevant to be studied further in Regional General Hospital (RSUD) X in Jakarta, which is a secondary level referral hospital owned by the provincial government. One of the main challenges at this RSUD is the inequality of nurses' employment status, where the majority of nurses are Non-State Civil Servants (Non-ASN). This occurs due to the limited allocation of ASN formations for government health facilities. Based on a report by the DKI Jakarta DPRD (2023), there are around 14,000 honorary health workers in the provincial government, while the number of ASNs is much smaller. This difference in employment status may affect nurses' psychological stability, job satisfaction, and commitment to the organisation. Initial exploratory data from 30 non-ASN nurses at RSUD X showed that although the majority were satisfied with their jobs and able to maintain consistent performance, there were variations in perceptions of work-life balance. This suggests differences in individual experiences of internal factors that influence performance, and supports the urgency for further research.

A review of the available literature reinforces the importance of the relationship between work-life balance, organizational commitment, and job satisfaction on performance. Al-Dossary (2022), Wijaya and Suwandana (2022), and Susanto et al. (2022) show that work-life balance has a positive influence on job satisfaction and performance, and job satisfaction acts as a significant mediator. Loan (2020) also confirmed that organizational commitment contributes directly and indirectly to performance through job satisfaction. Therefore, this study aims to examine the effect of organizational commitment and work-life balance on job performance of non-ASN nurses at RSUD X Jakarta, with job satisfaction as a mediating variable. The results of this study are expected to contribute to the development of human resource management in the health sector, as well as a basis for formulating strategic policies to improve service quality through optimising nurse performance.

LITERATURE REVIEW

Hospital **Resource Management**

Hospital resource management is a fundamental aspect in ensuring the quality of health services. Hospitals as labour-intensive institutions are highly dependent on the effectiveness and efficiency of managing health workers, including doctors, nurses, and other medical support personnel (Nursalam, 2021). Therefore, human resource management includes not only administrative aspects, but also strategies for developing competence, job satisfaction, welfare, and work relations.

According to WHO (2022), the success of health services is highly dependent on the availability of health workers who are competent, motivated, and work in a supportive environment. Nurses, as the largest group of health workers, play a strategic role in achieving quality services. Major challenges in hospital human resource management include high workload, work-life imbalance, burnout, and high turnover rates (Al-Dossary, 2022).

To face these challenges, hospitals need to adopt a wellbeing-based approach and organisational strengthening, through creating a supportive work environment, improving work-life balance, increasing job satisfaction, and strengthening organizational commitment (Wijaya & Suwandana, 2022). Other research shows that nurses' quality of work life directly affects loyalty and performance (Adu-Gyamfi, 2022). Therefore, human resource management in hospitals must emphasise the creation of a work culture that is oriented towards the welfare of health workers.

Organizational Commitment

Organizational commitment describes employees' psychological attachment to the organisation and their desire to contribute and remain part of the organisation (Loan, 2020). The main dimensions of organizational commitment according to Meyer and Allen consist of affective, normative, and continuance commitment (Shabir & Gani, 2020). In the context of hospitals, organisational commitment encourages nurses to remain loyal and provide optimal service despite high work pressure (Telymoori et al., 2023).

Work-Life Balance

Work-life balance is a balanced condition between the demands of work and personal life. Cvenkel (2021) and Chan et al. (2020) define work-life balance as the result of interactions between

individuals and work and family environments that enable the achievement of a balance of time, satisfaction, and involvement in both roles. This imbalance can result in stress, burnout, and reduced performance.

Job Satisfaction

Job satisfaction reflects an employee's positive attitude towards their job that arises from the perception that the job fulfils personal needs, values, and expectations (Robbins & Judge, 2019; Spector, 2022). In the context of nursing, job satisfaction strongly influences motivation, staff relations, and the quality of nursing services (Al Maqbali et al., 2023).

Job Performance

Job performance refers to the effectiveness of individuals in carrying out their duties and roles according to organisational standards. In nursing, job performance includes not only technical skills but also empathy, communication, and collaboration (Fukuzaki et al., 2021). Factors such as workload, organizational commitment, and job satisfaction have been shown to affect nurse performance (Rahmawati, 2024; Soniyya & Mulyati, 2023).

The conceptual framework in this study was prepared based on the results of theoretical studies and relevant previous studies. This research model consists of four (4) main variables with seven (7) hypothesis paths, each of which is depicted through the arrows in the illustration of Figure 1:

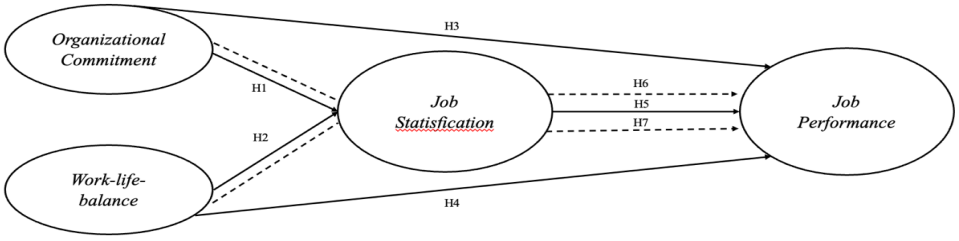


Figure1. Research Model

Source of adaptation: (Loan, 2020); (Susanto et al., 2022)

RESEARCH METHOD

This research is based on the positivism paradigm, which emphasises an objective and empirical approach in understanding social phenomena. This paradigm holds that reality can be systematically observed and measured through scientific methods. Thus, the positivism paradigm is the philosophical basis that guides the formulation of problems, the selection of approaches, and quantitative data processing (Kaushik & Walsh, 2019). This type of research is quantitative with a causality approach. The main objective is to examine the cause-and-effect relationship between organizational commitment and work-life balance on nurses' job performance, with job satisfaction as a mediating variable. This approach was chosen because it allows numerical analysis and statistical hypothesis testing (Bougiel & Sekaran, 2020).

This study uses a cross-sectional design with a quantitative approach. Data were collected at one specific point in time through distributing closed questionnaires to non-ASN nurses at RSUD X Jakarta. Data were analysed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method to test direct and indirect relationships between variables in the model. The research object is the variables of organizational commitment, work-life balance, job satisfaction, and job performance. The research subjects were non-ASN (non-state civil apparatus) nurses at RSUD X Jakarta, who were chosen because they directly experienced work pressure and organisational dynamics, and were relevant in examining the factors that influence nursing performance.

The unit of analysis in this study is nurses employed under non-ASN (non-state civil apparatus) status in a public hospital setting. Data were collected based on each individual's perception of the research constructs. The researcher ensured ethical principles were met by providing informed consent, guaranteeing the confidentiality of respondents' data, and emphasising voluntary participation. This research also did not involve coercion and the data were only used for academic purposes. Variable measurement was carried out through a questionnaire prepared based on previously validated theoretical indicators. The scale used is a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). Each construct (Organizational Commitment, Work-Life Balance, Job Satisfaction, and Job Performance) is measured by specific items that refer to empirical literature sources. The questionnaire has undergone validity and reliability testing to ensure that each item accurately measures the intended construct and maintains internal consistency.

The sample design used non-probability sampling with purposive sampling technique. The inclusion criteria were non-ASN nurses who had worked for at least one year. The number of samples was determined based on the G*Power method, with a final total of 100 respondents, consisting of 30 participants in the preliminary study and 70 in the main study. Data analysis was conducted using the PLS-SEM approach using SmartPLS software. There are two stages of analysis: (1) evaluation of the measurement model (outer model) which includes convergent validity, discriminant validity, and composite reliability; and (2) evaluation of the structural model (inner model) to test the relationship between constructs by paying attention to the value of the path coefficient, R^2, and significance test using bootstrapping for 5,000 re-samples.

RESULTS AND DISCUSSION

Respondent Characteristics

In this study, 100 respondents filled out a questionnaire distributed via Google Form, consisting of two stages: 30 respondents for the preliminary study and 70 respondents for the main study. All respondents were non-ASN (non-state civil apparatus) nurses who had worked for at least one year at RSUD X, West Jakarta. The characteristics of respondents from the main study are shown in Table 1 below:

Table 1. Respondent Characteristics of the Main Study

Description	Category	Number	Percentage (%)
Gender	Male	32	45.7
	Female	38	54.3
Age	<20 - 30 years	35	50.0
	31 - 40 years	31	44.3
	41 - 50 years	3	4.3
	51 - 60 years	1	1.4
	>60 years	0	0.0
Status	Unmarried	33	47.1
	Married	37	52.9
Latest Education	Diploma (D1/D2/D3)	43	61.4
	Bachelor's degree (S1)	0	0.0
	Ners	27	38.6
Employment Status	Non ASN	70	100.0
	ASN	0	0.0
Length of Service	<1 year	0	0.0
	1 - 5 years	41	58.6
	5 - 10 years	25	35.7
	>10 years	4	5.7
Work Unit	Inpatient	36	51.4
	Outpatient	34	48.6
Total		70	100.0

Source: Data Analysis (2025)

Most of the respondents in the main study were female (54.3%) and aged between 20-40 years old (94.3%), indicating the dominance of young personnel. Total Respondents included 47.1% who were unmarried and 52.9% who were married. The majority had a Diploma (61.4%) or Ners Profession (38.6%), with no S1 graduates without a profession. All respondents had non-ASN status and had worked for at least one year, with the majority having 1-5 years of service (58.6%). The distribution of work units was relatively balanced between inpatient and outpatient. These characteristics provide a representative picture of non-ASN nurses at RSUD X, which is relevant in analysing the influence of organisational commitment, work-life balance, and job satisfaction on nurse performance.

Inferential Analysis

This study used a multivariate approach with the Partial Least Square-Structural Equation Modelling (PLS-SEM) method. The analysis begins with an *outer model* evaluation, which includes testing the validity and reliability of indicators. Next, an *inner model* analysis was conducted to assess the

strength of the relationship between variables, the predictive ability of the model, and the significance of the influence between constructs.

Outer Model

The first step in PLS-SEM analysis is evaluating *the measurement model* or *outer model*. This stage aims to assess whether the indicators used have validity (ability to measure the intended construct) and reliability (consistency of measurement results). For this analysis, researchers used SmartPLS software version 4.1.1.2 to obtain estimates and measurement model test results. The results of the *outer model* evaluation are shown in the next appendix.

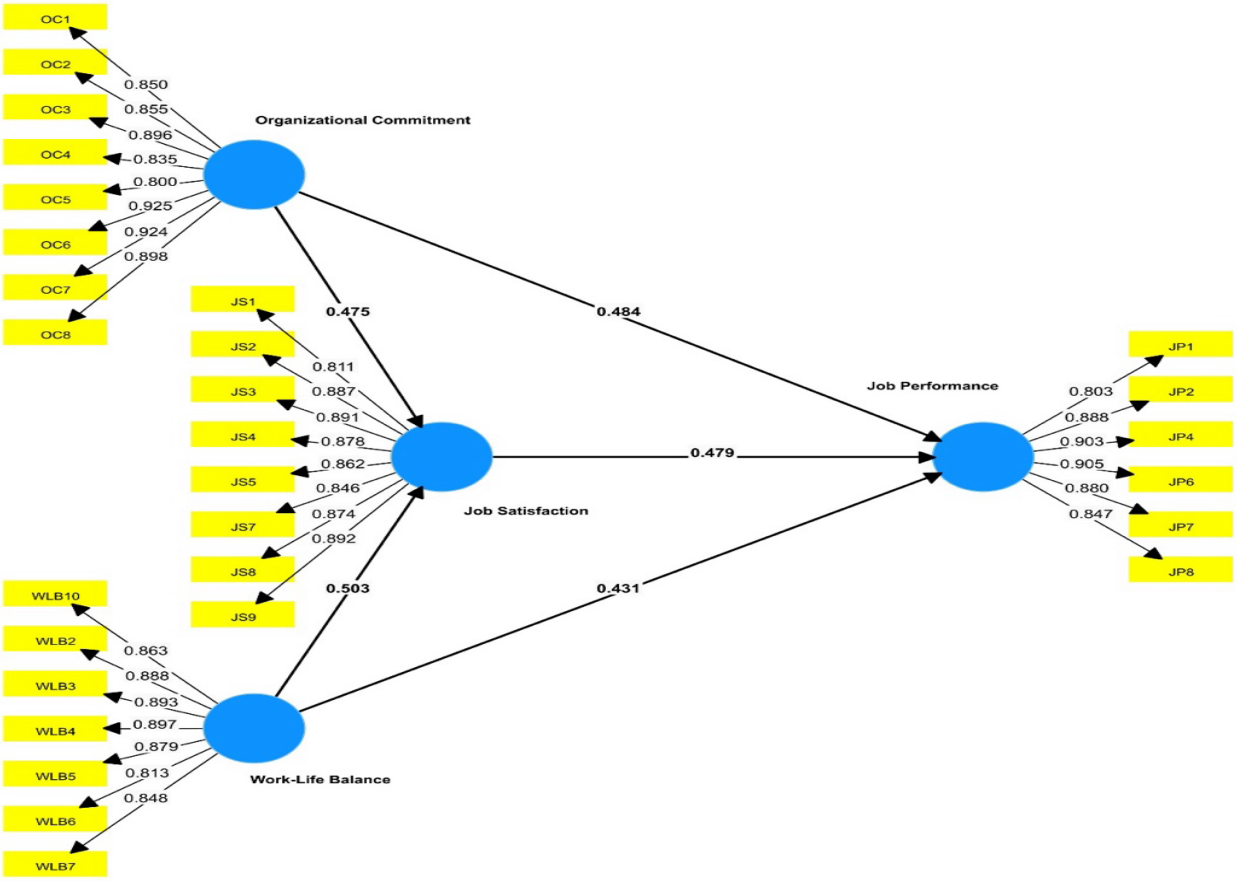


Figure 2. Outer Model of Main Study
Source: SmartPLS 4 Data Processing Results (2025)

Based on Figure 2, all indicators representing each dimension show an outer loading value> 0.7. This indicates that all 29 indicators have met the construct validity requirements and are suitable for use in further analysis.

Validity Test Results

The validity test in this study includes *convergent validity* and *discriminant validity* with reference to Hair et al. (2019). *Convergent validity* is evaluated through an Average Variance Extracted (AVE) value ≥ 0.50, as well as several supporting criteria: outer loading value ≥ 0.70 to show the contribution of indicators to the construct, Cronbach's Alpha (CA) ≥ 0.70 to assess internal consistency, and Composite Reliability (CR) ≥ 0.70 to assess overall construct reliability. These four parameters are used to ensure that the indicators used are truly valid and reliable in representing the intended construct. In addition, *discriminant validity* is tested by looking at the Heterotrait-Monotrait Ratio (HT/MT) value <0.90 to ensure clear differences between constructs. The complete results of *convergent validity* testing of 70 samples can be seen in Table 2.

Table 2. Validity Test Result

Variable	Indicator	Loading Factor (>0,7)	Average Variance Extracted (AVE) (>0.5)
Organizational Commitment	OC1	0.850	0.764
	OC2	0.855	
	OC3	0.896	
	OC4	0.835	
	OC5	0.800	
	OC6	0.925	
	OC7	0.924	
	OC8	0.898	
Work-life Balance	WLB2	0.888	0.756
	WLB3	0.893	
	WLB4	0.897	
	WLB5	0.879	
	WLB6	0.813	
	WLB7	0.848	
	WLB10	0.863	
Job Satisfaction	JS1	0.811	0.753
	JS2	0.887	
	JS3	0.891	
	JS4	0.878	
	JS5	0.862	
	JS7	0.846	
	JS8	0.874	
	JS9	0.892	
Job Performance	JP1	0.803	0.760
	JP2	0.888	
	JP4	0.903	
	JP6	0.905	
	JP7	0.880	
	JP8	0.847	

Source: SmartPLS 4 Data Results (2025)

Based on Table 2, all indicators in each dimension show an Average Variance Extracted (AVE) value > 0.50, which indicates that all variables have met the requirements of convergent validity and are suitable for continuing to the next stage of analysis. Furthermore, to test discriminant validity, the Heterotrait-Monotrait ratio (HT/MT) is used. The HT/MT value is declared eligible if it is below the 0.90 limit, which indicates that each variable has a clear difference and does not overlap in measuring different concepts. The results of the HT/MT value for each variable are presented in Table 3.

Table 3. Ratio (HT/MT)

	OC	WLB	JS	JP
Organizational Commitment				
Work-Life Balance	0.730			
Job Statisfaction	0.713	0.717		
Job Performance	0.735	0.759	0.705	

Source: SmartPLS 4 Data Results (2025)

The Heterotrait-Monotrait Ratio (HT/MT) test results in Table 3, show that all relationship values between constructs are below the 0.90 threshold. The HT/MT value between Organizational Commitment and Work-Life Balance is 0.730; with Job Satisfaction of 0.713; and with Job Performance of 0.735. Meanwhile, the HT/MT between Work-Life Balance and Job Satisfaction is 0.717; with Job Performance

of 0.759; and between Job Satisfaction and Job Performance of 0.705. All of these values indicate that each construct has adequate discriminant validity without conceptual overlap, according to methodological standards.

Reliability Test Results

The next stage is construct reliability testing to assess the internal consistency of the measuring instrument. This test uses two main indicators, namely Cronbach's Alpha and Composite Reliability (CR). A construct is declared reliable if both values exceed the 0.70 limit (Hair et al., 2019; 2020). The test results show that all constructs in the model have met the reliability criteria, so they can be used consistently in further measurements.

Table 4. Reliability Test Results

Variable	Cronbach's Alpha (> 0.7)	Composite Reliability (>0.7)
Job Performance	0.936	0.950
Job Statisfaction	0.953	0.950
Organizational Commitment	0.955	0.963
Work-Life-Balance	0.936	0.950

Source: SmartPLS 4 Data Results (2025)

Referring to Table 4, all constructs in this study show Cronbach's Alpha and Composite Reliability values above 0.70, in accordance with the standards suggested by Hair et al. (2019; 2020). These results indicate that all variables meet the reliability criteria, so that the measurement instruments are declared consistent and reliable in representing the measured constructs.

Inner Model

The inner model aims to evaluate the causal relationship between latent variables and assess the strength and direction of influence between constructs. Hypothesis testing is carried out using the one-tailed test method through the bootstrapping procedure in SmartPLS. Bootstrapping is a resampling-based non-parametric statistical technique for testing significance and estimating path coefficients (Ringle et al., 2015; Hair et al., 2021). Evaluation of the goodness of fit of the structural model is carried out with two main parameters: Variance Inflation Factor (VIF) to detect potential multicollinearity and R-square to assess the explanatory power of the dependent variable. Furthermore, support for the hypotheses was determined through the significance test of the path coefficients, including the analysis of mediation effects through specific indirect effects.

Collinearity

The collinearity test is conducted to ensure that there is no multicollinearity between the independent variables in the model. The VIF value <5 indicates that each construct has a unique contribution and does not influence each other excessively. Thus, the model can be declared free from collinearity problems and suitable for further analysis.

Table 5. Collinearity

	Organizational Commitment	Work-Life-Balance	Job Satisfaction	Job Performance
Organizational Commitment			2.802	2.704
Work-Life-Balance			1.750	2.892
Job Satisfaction				1.870
Job Performance				

Source: SmartPLS 4 Data Results (2025)

Based on Table 5, all Variance Inflation Factor (VIF) values are recorded below the threshold of 5, which indicates the absence of multicollinearity symptoms between independent variables. Specifically, the VIF for the Organizational Commitment construct on Job Satisfaction is 2.802 and Work-Life Balance

is 1.750. For Job Performance, the VIF for Organizational Commitment is 2.704; Work-Life Balance is 2.892; and Job Satisfaction is 1.870. All values are within the recommended range, indicating that each predictor makes an independent contribution to the dependent variable. These results strengthen the structural validity of the model.

Coefficient of determination (R-Square)

The R-Square (R^2) test is conducted to assess the extent to which the independent variables explain the variability of the dependent variable. The R^2 value ranges from 0 to 1, and the higher the value, the greater the predictive ability of the model. In this study, R^2 analysis was applied to the Job Satisfaction and Job Performance variables to measure the influence of Organizational Commitment and Work-Life Balance, both directly and through mediation effects. These results provide an overview of the strength of the model in explaining the relationship between constructs.

Table 6. R-Square Result

Variable	R-square	R-square adjusted
Job Satisfaction	0.918	0.915
Job Performance	0.944	0.941

Source: SmartPLS 4 Data Results (2025)

Based on the table above, the R^2 value for Job Satisfaction is 0.918, which means that 91.8% of Job Satisfaction variability can be explained by Organizational Commitment and Work-Life Balance. While the R^2 for Job Performance is 0.944, indicating that 94.4% of its variability is explained by the three variables: Organizational Commitment, Work-Life Balance, and Job Satisfaction as mediators.

The Adjusted R^2 values of 0.915 and 0.941 are not much different from the original R^2, indicating model stability and no overfitting. Overall, the structural model has a very strong explanatory power and is reliable in drawing theoretical and practical conclusions.

Coefficient of relevance (Q-square)

The Q-Square (Q^2) test aims to evaluate the extent to which the structural model has predictive ability of endogenous variables. This test is carried out using the *blindfolding* technique, which is a systematic method that removes part of the data and then re-estimates the omitted values. A model is declared to have predictive relevance if the Q^2 value is greater than 0. Thus, Q^2 functions as a complement to R-Square analysis in assessing the accuracy of the model in predicting research variables. Based on the interpretation of Hair et al. (2021), a Q^2 value between 0-0.25 indicates low predictive relevance, 0.25-0.50 is classified as moderate, and above 0.50 reflects high predictive relevance.

Table 7. Q-Square Result

Variable	SSO	SSE	Q^2 (=1-SSE/SSO)
Organizational Commitment	560.000	560.000	0.000
Work-life Balance	490.000	490.000	0.000
Job Satisfaction	560.000	181.927	0.675
Job Performance	420.000	124.959	0.702

Source: SmartPLS 4 Data Results (2025)

Based on the table above, the Q-Square (Q^2) test results show that the model has very good predictive ability of endogenous variables, namely Job Satisfaction and Job Performance. The Q^2 value for Job Satisfaction is 0.675 and for Job Performance is 0.702-both well above the minimum limit of 0.0. This indicates that the model has a high predictive relevance, both directly and through the mediation effect. Meanwhile, the Q^2 value for the exogenous variables (Organizational Commitment and Work-Life Balance) is 0.000, as it should be, since Q^2 is only calculated for the dependent variable.

Effect Size (F^2)

Furthermore, the *Effect Size* (f^2) test is used to determine how much contribution each independent variable makes to the dependent variable in the model. This test looks at changes in the R-Square value if

one of the exogenous variables is removed, thus providing an overview of the relative strength of influence between constructs. Based on Hair et al. (2021), the f^2 value is categorised as follows: $f^2 > 0.02$ indicates a small effect; $f^2 > 0.15$ indicates a medium effect; and $f^2 > 0.35$ indicates a large effect. If the f^2 value <0.02, then the variable's contribution is considered insignificant to the dependent variable in the structural model.

Table 8. F^2 Result

Path	*f-square*
Organizational Commitment → Job Satisfaction	0.424
Organizational Commitment → Job Performance	0.454
Work-Life Balance → Job Satisfaction	0.476
Work-Life Balance → Job Performance	0.357
Job Satisfaction → Job Performance	0.409

Source: SmartPLS 4 Data Results (2025)

Based on the table above, the results of testing the *effect size* (f^2) show that all paths in the structural model have a strong influence on their respective dependent variables. The path between Organizational Commitment and Job Satisfaction has an f^2 value of 0.424, while that of Job Performance is 0.454. This shows that organisational commitment makes a significant contribution in shaping job satisfaction and improving performance. Meanwhile, the Work-Life Balance to Job Satisfaction pathway recorded the highest f^2 value of 0.476, signifying that work-life balance plays an important role in shaping nurses' job satisfaction. The Work-Life Balance to Job Performance pathway had an f^2 value of 0.357, and the Job Satisfaction to Job Performance relationship was 0.409-both reflecting a substantial contribution to improving the performance of nursing staff.

Hypothesis Testing

Hypothesis testing was conducted to evaluate the significance of the relationship between variables in the model, either directly or through the role of mediation. The evaluation was carried out by analysing the path coefficient, t-statistic, and p-value, based on the results of estimating the model with the bootstrapping method using SmartPLS 4.1.1.2. Because the direction of influence in the hypothesis has been clearly stated (positive or negative), a *one-tailed* test is used. A relationship is considered positive and significant if the t-statistic value > 1.645 at the 5% significance level ($\alpha = 0.05$). Conversely, if the t-statistic < 1.645, then there is no significant effect. The complete results of hypothesis testing are presented in Table 9 below.

Table 9. Hypothesis Test Result

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Description
H1 : Organizational Commitment → Job Performance	0.484	0.489	0.090	5.398	0.000	Accepted
H2 : Work-Life Balance → Job Performance	0.431	0.434	0.082	5.265	0.000	Accepted
H3 : Organizational Commitment → Job Satisfaction	0.4755	0.475	0.086	5.503	0.000	Accepted
H4 : Work-Life Balance → Job Satisfaction	0.503	0.503	0.084	6.010	0.000	Accepted
H5 : Job Satisfaction → Job Performance	0.479	0.470	0.093	5.843	0.000	Accepted

Source: SmartPLS 4 Data Results (2025)

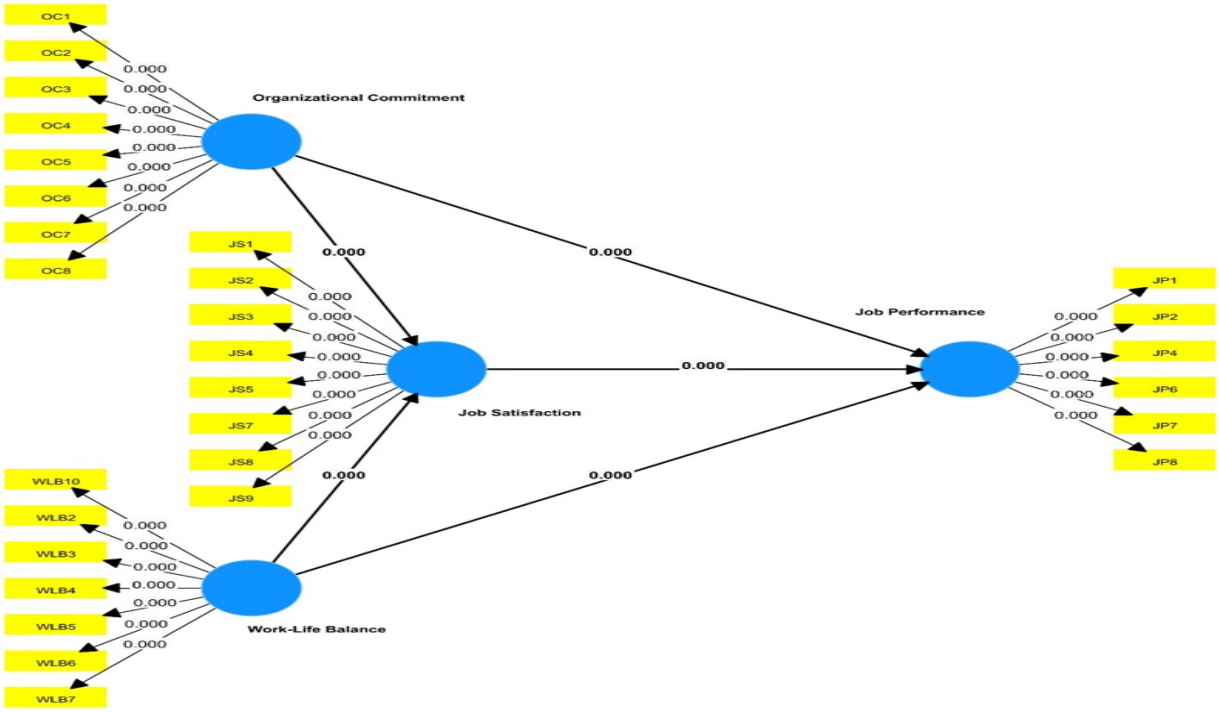


Figure 3. Inner Model of Main study
Source: SmartPLS 4 Data Results (2025)

The Effect of Organizational Commitment on Job Performance

Based on Table 9, the *t-statistic* value for the effect of Organizational Commitment on Job Performance is 5,398 with a *p-value* of 0.000 and a *path coefficient* of 0.484 which is positive. Because the *t-statistic* value is greater than 1.645 and the *p-value* is below 0.05, it can be concluded that Organizational Commitment has a positive and significant effect on Job Performance. Thus, hypothesis H1 which states that there is a positive and significant effect of Organizational Commitment on Job Performance in nurses at RSUD X Jakarta is supported by the data.

The influence between Work-Life Balance on Job Performance

The analysis results show that the effect of Work-Life Balance on Job Performance produces a *t-statistic* of 5.265 and *a p-value* of 0.000, with a *path coefficient* of 0.431. Because the *t-statistic* exceeds 1.645 and *p-value* <0.05, there is a positive and significant influence between Work-Life Balance and Job Performance. Therefore, hypothesis H2 which states that Work-Life Balance has a positive and significant effect on Job Performance is accepted.

The influence between Organizational Commitment on Job Satisfaction

Testing the effect of Organizational Commitment on Job Satisfaction shows a *t-statistic* of 5.503 and *a p-value* of 0.000, with a *path coefficient* of 0.475 which shows a positive direction. Because the t-statistic> 1.645 and *p-value* <0.05, it can be concluded that Organizational Commitment has a positive and significant effect on Job Satisfaction. Thus, hypothesis H3 is supported by the research results.

The effect of Work-Life Balance on Job Satisfaction

The test results show that the effect of Work-Life Balance on Job Satisfaction produces a *t-statistic* of 6.010 and *a p-value of* 0.000, with a *path coefficient* of 0.503. Because the *t-statistic* value exceeds the critical limit of 1.645 and the *p-value* is below 0.05, it can be concluded that Work-Life Balance has a positive and significant effect on Job Satisfaction. Therefore, hypothesis H4 is supported.

The Effect of Job Satisfaction on Job Performance

Analysis of the relationship between Job Satisfaction and Job Performance shows a *t-statistic* of 5.843 and *a p-value* of 0.000, with a *path coefficient* of 0.479. Because the *t-statistic* value> 1.645 and *p-value* <0.05, it can be concluded that Job Satisfaction has a positive and significant effect on Job Performance. Thus, hypothesis H5 is accepted.

Mediation Analysis

When a construct acts as an intermediary in the relationship between two other constructs, that role is referred to as mediation. In this study, the analysis of *specific indirect effects* is important because there are mediator variables being tested, as explained by Hair et al. (2021). The test was carried out using the bootstrapping method through SmartPLS software, then analysed based on the *t-statistic* and *p-value*. Mediation is declared statistically significant if the *p-value* <0.05 and t-statistic> 1.645. The results of mediation testing for paths with Organizational Commitment constructs as mediators will be presented in the next section.

Table 10. Mediation Test Result

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Description
H6 : Organizational Commitment → Job Satisfaction → Job Performance	0.337	0.332	0.045	4.823	0.000	Accepted
H7 : Work-Life Balance → Job Satisfaction → Job Performance	0.340	0.336	0.048	4.823	0.000	Accepted

Source: SmartPLS 4 Data Results (2025)

The Effect of Organizational Commitment on Job Performance Mediated by Job Satisfaction

Based on the analysis results in Table 9, the t-statistic value for the indirect effect between Organizational Commitment on Job Performance through Job Satisfaction is 4.823, with a p-value of 0.000. The specific indirect effect value is recorded at 0.337 and shows a positive direction of influence. Since the t-statistic value > 1.645 and p-value < 0.05, it can be concluded that there is a positive and significant indirect effect. Thus, hypothesis H6 which states that Job Satisfaction mediates the relationship between Organizational Commitment and Job Performance in nurses at RSUD X Jakarta is supported.

The Effect of Work-Life Balance on Job Performance Mediated by Job Satisfaction

The test results show that the indirect effect between Work-Life Balance on Job Performance through Job Satisfaction produces a t-statistic of 4.823 and a p-value of 0.000. The specific indirect effect value of 0.340 indicates a positive direction of influence. Because the t-statistic value> 1.645 and p-value <0.05, it can be concluded that Work-Life Balance has an indirect and significant effect on Job Performance through Job Satisfaction. Therefore, hypothesis H7 is also supported by the results of this study.

Importance-Performance Map Analysis (IPMA)

Importance-Performance Map Analysis (IPMA) is an advanced analysis in the PLS-SEM approach that provides strategic insights regarding priorities for improving organisational performance (Hair et al., 2019; Sarstedt et al., 2022). IPMA combines two main dimensions, namely importance, which is calculated based on the total effects value, and performance, which is measured by the average score of latent constructs or indicators. Importance values are displayed on the horizontal axis (X) and performance on the vertical axis (Y), forming a visual mapping in four quadrants that shows the position of the construct based on its contribution and actual performance. Through this mapping, researchers and managers can identify areas that should be maintained (because they are already high-performing and high-impact), as well as important but low-performing areas that need to be prioritised for improvement. IPMA is divided into two types: Construct (variable) IPMA that provides a macro picture, and indicator IPMA that provides more detailed information at the item level. By combining descriptive (performance) and inferential

(influence) analyses, IPMA becomes a strategic tool to avoid making decisions based on assumptions alone (Hair et al., 2022; Sarstedt et al., 2022).

Construct (Variable) IPMA

IPMA analysis at the construct level serves to identify the variables that contribute most to Job Performance, as well as evaluate the performance level of each of these variables. This approach not only shows how strongly a variable influences the target variable but also provides strategic guidance in managerial decision-making. In the context of hospitals, IPMA results can be used as a basis for prioritising interventions on variables that have a large influence but still show suboptimal performance. Thus, management can allocate resources more effectively to improve aspects that require more attention (Hair et al., 2021; Sarstedt et al., 2022).

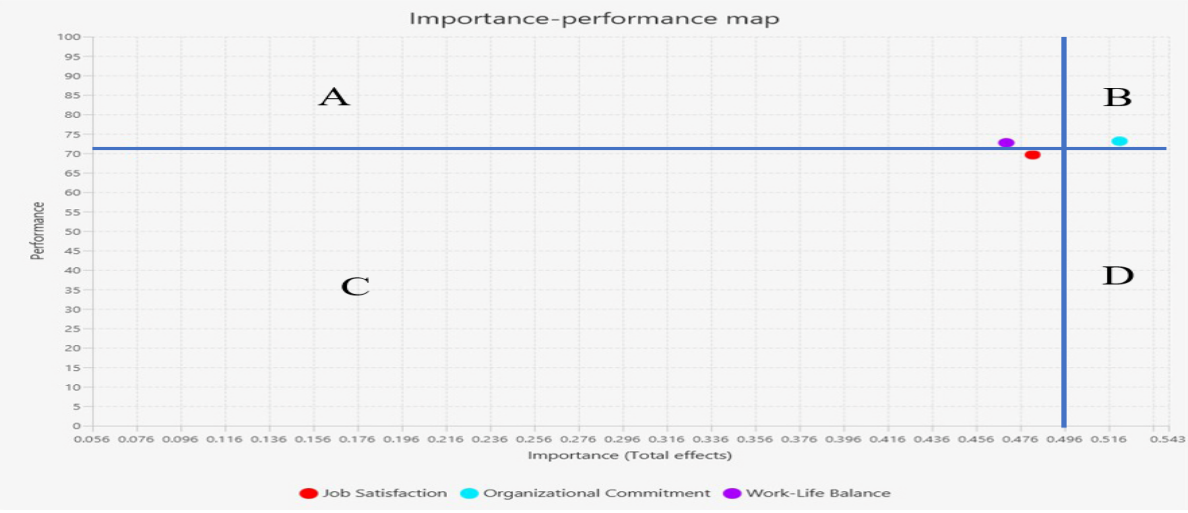
Table 11. Importance Construct and Performance Construct of Variable Result

Variable	Importance Construct	Performance Construct
Organizational Commitment	0.521	73.105
Work-life Balance	0.470	72.701
Job Satisfaction	0.479	70.832
Mean	0.490	72.213

Source: SmartPLS 4 Data Results (2025)

Based on the data in Table 11, the average value (*mean*) for the *importance* dimension is 0.490, while the average value for *performance* is 72.213. In IPMA interpretation, variables that have values above the mean are considered to have a high level of importance or performance, while values below the mean are interpreted as relatively lower (García-Fernández et al., 2020). To visualise the IPMA results, the *importance* and *performance* values are used as the basis for mapping into four strategic quadrants, namely:

A (top left): Low Importance / High Performance - possible overkill or overallocation.
B (top right): High Importance / High Performance - maintain performance because it is optimal (keep up the good work).
C (bottom left): Low Importance / Low Performance - low priority.
D (bottom right): High Importance / Low Performance - needs more attention and priority for improvement (concentrate here).



Figures 4. Construct IPMA Results
Source: SmartPLS 4 Data Results (2025)

Based on Figure 4, the results of the Importance-Performance Map Analysis (IPMA) analysis map the three main variables in this study-Organizational Commitment, Work-Life Balance, and Job Satisfaction-to the target variable Job Performance. This mapping is based on the average importance

(total effects) and performance (actual performance level) values of each construct and grouped into four strategic quadrants.

The analysis results show that Organizational Commitment is in the upper right quadrant (High Importance / High Performance), indicating that this variable has a major influence on Job Performance and has shown optimal performance. This position reflects the effectiveness of managerial strategies in building organisational commitment, so this aspect needs to be maintained and strengthened to ensure the consistency of nursing staff performance.

Meanwhile, Work-Life Balance is in the upper left quadrant (Low Importance / High Performance), which means that despite its high performance, its statistical contribution to Job Performance in the structural model is relatively lower than other constructs. This can be explained because its total effects value is slightly below Organizational Commitment, although it remains statistically significant. This finding suggests that nurses at RSUD X have perceived a good work-life balance, but relatively speaking, this aspect is not the main determinant of performance in the model. Nevertheless, Work-Life Balance remains theoretically and empirically relevant, and is important in maintaining psychological well-being and preventing stress or burnout.

Job Satisfaction is mapped in the lower left quadrant (Low Importance / Low Performance), indicating that both the level of influence and performance of this construct are still below average. This indicates that aspects of job satisfaction require further managerial attention, such as strengthening communication between staff, increasing motivation, and healthy working relationships. If managed well, improvements in this construct have the potential to strengthen the indirect contribution to Job Performance through the previously identified mediating role.

IPMA Indicators

The IPMA analysis can be extended to the indicator level, to specifically identify the items from each construct that contribute most significantly to Job Performance. This approach allows simultaneous evaluation of the importance and performance of each indicator, resulting in data-driven strategic prioritisation. Indicators that have high influence, but low performance can be the main target of managerial intervention. Thus, IPMA at the indicator level provides directed practical insights for policy makers to develop strategies to improve nurses' job effectiveness in a more focused and efficient manner (Hair et al., 2022; Sarstedt et al., 2022).

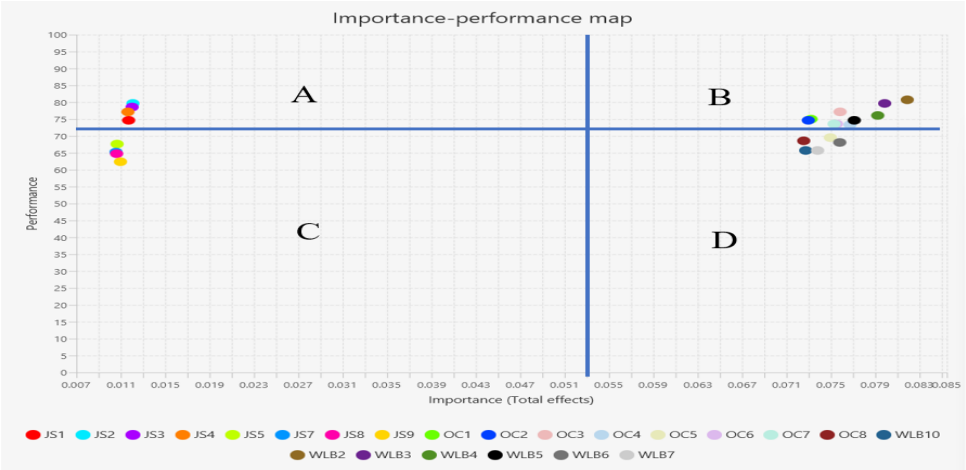
Table 12. Importance Construct and Performance Construct of Indicators Result

Variable	Indicator	Importance Construct	Performance Construct
Organizational Commitment	OC1	0.073	75.000
	OC2	0.073	74.643
	OC3	0.076	77.143
	OC4	0.077	73.333
	OC6	0.076	73.571
	OC7	0.075	73.571
	OC5	0.075	69.524
	OC8	0.073	68.571
Work-life Balance	WLB2	0.082	80.714
	WLB3	0.080	79.643
	WLB4	0.079	76.071
	WLB5	0.077	74.643
	WLB6	0.076	68.095
	WLB7	0.074	65.714
	WLB10	0.073	65.714
Job Satisfaction	JS1	0.012	74.643
	JS2	0.012	79.643
	JS3	0.012	78.571
	JS4	0.012	77.143
	JS5	0.011	67.619
	JS7	0.011	65.238

Variable	Indicator	Importance Construct	Performance Construct
	JS8	0.011	64.762
	JS9	0.011	62.381
Mean		0.053	72.433

Source: SmartPLS 4 Data Results (2025)

Based on Table 12, it is known that the average value (*mean*) *of importance* indicators on Job Performance is 0.053, while the average *performance* indicator reaches 72.433. This average value is then visualised in Figure 5 using horizontal and vertical lines as quadrant boundaries, making it easier to divide the graph into four analysis areas. The purpose of this mapping is to identify the relative position of each indicator based on its *importance* and *performance* in influencing Job Performance.



Figures 5. Indicator IPMA Results
Source: SmartPLS 4 Data Results (2025)

The results of *Importance-Performance Map Analysis* (IPMA) at the indicator level show the distribution of items into four strategic quadrants, which provides important direction for prioritising interventions in an effort to improve nurses' Job Performance at RSUD X.

Indicators located in Quadrant A (*Low Importance / High Performance*), such as OC5, OC8, and WLB6 to WLB10, indicate that although their performance achievements have been adequate, their contribution to improving Job Performance is relatively low. Therefore, further development on these indicators is not the main focus, and managerial resources can be allocated to more crucial areas.

In Quadrant B (*High Importance / High Performance*), indicators such as OC1-OC4, OC6-OC7, and WLB2-WLB5 show high influence on performance as well as good actual performance. These indicators reflect the *affective commitment* dimension and positive perceptions of work-life balance. Although they are optimal, maintenance and strengthening efforts are still needed to maintain the sustainability of their impact on Job Performance.

In contrast, indicators in Quadrant C (*Low Importance / Low Performance*), such as JS5 and JS7 to JS9, show low contribution and suboptimal performance. These indicators relate to aspects of recognition, work climate, and communication between staff. Although not a top priority, gradual attention is still needed to create a more conducive working environment.

The indicators in Quadrant D (*High Importance / Low Performance*), such as JS1 to JS4, are closely related to perceptions of fairness in compensation, promotion, leadership attitudes, and benefits. Given the high level of importance but low achievement of performance on these aspects, these indicators are top priorities that need to be strategically improved to achieve sustainable improvements in nursing performance.

CONCLUSION

This study aims to analyse the effect of organizational commitment and work-life balance on job performance of non-ASN nurses at RSUD X, West Jakarta, with job satisfaction as a mediating variable, using a quantitative approach through questionnaire distribution and PLS-SEM analysis. The results show that all variables have a positive and significant influence, both directly and indirectly through job satisfaction mediation. High R-square and Q-square values indicate the strength of the model in explaining endogenous variables theoretically and predictively. Theoretically, this study extends previous studies (Loan, 2020; Susanto, 2022) with a focus on regional hospital nurses in Indonesia. The managerial implications indicate that the management of RSUD X needs to maintain and strengthen organizational commitment as the main factor that has a major impact on performance, as well as maintain work-life balance and pay attention to basic aspects of job satisfaction, such as communication and compensation justice. The limitations of this study include cross-sectional design, single-site coverage, and potential self-report bias. Therefore, future research is recommended to use a longitudinal design, wider population coverage, and qualitative approaches such as interviews to enrich and deepen the analysis.

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