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Organizational Commitment As A Mediator Between Competence, Workload, And Employee Performance: Evidence From A Primary Health Center In Jembrana, Bali (A Study At UPTD Puskesmas II Melaya)

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Abstract

This study analyzes the influence of competence and workload on employee performance, with organizational commitment as a mediating variable, at the Puskesmas II Melaya Community Health Center (UPTD Puskesmas II Melaya) in Jembrana, Bali. The research is motivated by uneven competence among health and administrative staff, a heavy service workload, and organizational commitment and performance that are not yet optimal. A quantitative, explanatory research design with a cross-sectional survey was applied. Data were collected through a five-point Likert-scale questionnaire and documentation from all 55 employees using a saturated sampling technique, and all questionnaires were completed and suitable for analysis. Data were analyzed using validity and reliability tests, classical assumption tests, path analysis, and the Sobel test. The results reveal that competence has a positive and significant effect on organizational commitment (β = 0.507; p = 0.000) and on employee performance (β = 0.425; p = 0.029). Workload has a negative and significant effect on organizational commitment (β = -0.481; p = 0.000) and on employee performance (β = -0.526; p = 0.006). Organizational commitment has a positive and significant effect on employee performance (β = 0.576; p = 0.005). The Sobel test shows that organizational commitment mediates the effect of competence (Z = 2.22) and of workload (Z = -2.20) on employee performance, and the model explains 78.6% of the variation in the endogenous variables. These findings highlight the strategic importance of continuous competence development, proportional workload management, and the strengthening of organizational commitment in primary health care services.

Keywords: competence, workload, organizational commitment, employee performance, primary health center.

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INTRODUCTION

Human resources are one of the most important aspects of organizational management because they cover planning, organizing, implementing, and controlling activities to ensure that organizational goals are achieved. Sukripsiyanto (2019) stresses that human resource management is among the most crucial fields in an organization, because it is responsible for the availability of personnel, the work systems in operation, and the performance achieved by every individual. The quality of human resource management therefore largely determines whether an organization can face increasingly complex work demands.

For an organization to keep developing, it needs employees who perform at an optimal level. Employee performance is a strategic variable that determines organizational effectiveness. Anggraini et al. (2025) found that competence and workload influence employee performance. Competence is an individual capacity that is directly related to the successful execution of tasks and is therefore the basis for performance assessment (Wibowo, 2021). Hutapea and Thoha (2018) explain that competence reflects the integration of cognitive ability, practical skills, and values that influence how a person works. Workload, on the other hand, is the amount of work an employee must complete within a given period, including physical, mental, and emotional demands (Tarwaka, 2019). Anggraini et al. (2025) found that workload has a negative effect on employee performance.

Organizational commitment is an important mechanism through which competence and workload affect performance. Employees with high commitment tend to be more loyal, follow procedures more closely, and be more motivated to achieve organizational goals, so the positive effect of competence on performance becomes stronger. Conversely, low commitment can worsen the negative impact of a heavy workload. Rubina et al. (2024) found that organizational commitment mediates the effect of competence on employee performance, while Coryka and Wibawa (2023) found that organizational commitment partially mediates the effect of workload on employee performance.

This study focuses on UPTD Puskesmas II Melaya, a first-level health care facility in Melaya District, Jembrana Regency, Bali, that plays a strategic role in providing basic health services to the community. Its services include outpatient care, dentistry, immunization, maternal and child health, and non-communicable disease programs, together with promotive and preventive activities outside the building, such as integrated health posts (posyandu), health education, and field visits. The workforce and service conditions of the center are presented below.

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Table 1. Workforce and Service Conditions of UPTD Puskesmas II Melaya

No	Category	Number
1	Civil servant employees (ASN)	53 persons
2	Contract employees (BLUD)	2 persons
	Total employees	55 persons
3	General practitioners	4 persons
4	Dentists	2 persons
5	Average patient visits	± 60 patients per day

Source: UPTD Puskesmas II Melaya, 2026

Table 1 shows that 55 employees serve an average of about 60 patients every day, supported by four general practitioners and two dentists. Preliminary observation indicates that health workers more often attend training and hold education levels that match professional standards, whereas some administrative staff have not received equal opportunities for competence development. This disparity leads to inconsistent service quality, especially in the use of health service technology, digital administration systems, and the latest service procedures.

A high patient volume combined with many out-of-building programs makes the workload more complex, because employees must divide their time between clinical services and public health duties. If it is not managed well, this situation can cause work fatigue, reduce service effectiveness, and affect overall employee performance. Some employees also show declining enthusiasm, less than optimal discipline, and limited initiative, and delays in service and inaccuracies in report preparation are still found. These conditions show that performance still needs improvement.

Figure 1 presents the conceptual framework that guides this study. Competence represents the individual capacity dimension, and workload represents the job demand dimension. Both are expected to influence employee performance directly and indirectly through organizational commitment.

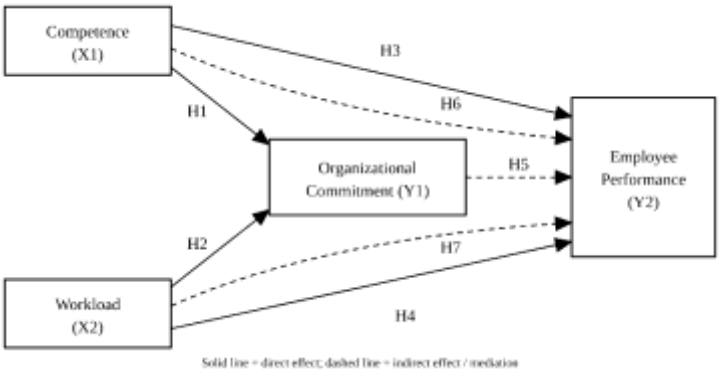


Figure 1. Conceptual Framework of the Study

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Although earlier studies have shown relationships among competence, workload, commitment, and performance in various government institutions (Rubina et al., 2024; Permana et al., 2023; Andriani et al., 2024), studies that test these relationships simultaneously in a primary health center, using organizational commitment as the mediating variable, remain limited. This study therefore aims to examine these relationships, contributing theoretically to the human resource management literature in the health sector and practically to the strategic decisions of the management of UPTD Puskesmas II Melaya.

Objectives

This study aims:

1. To analyze the influence of competence on organizational commitment at UPTD Puskesmas II Melaya.
2. To analyze the influence of workload on organizational commitment at UPTD Puskesmas II Melaya.
3. To analyze the influence of competence on employee performance at UPTD Puskesmas II Melaya.
4. To analyze the influence of workload on employee performance at UPTD Puskesmas II Melaya.
5. To analyze the influence of organizational commitment on employee performance at UPTD Puskesmas II Melaya.
6. To analyze the influence of competence on employee performance through organizational commitment at UPTD Puskesmas II Melaya.
7. To analyze the influence of workload on employee performance through organizational commitment at UPTD Puskesmas II Melaya.

Research Design

This study employs a quantitative approach with an explanatory research design intended to explain causal relationships among variables in a measurable and objective manner. The study uses a cross-sectional survey, in which data were collected at a single point in time to capture the actual condition of all variables simultaneously. This design was chosen because the employees of a health center work in an environment that demands high competence, an intensive workload, and strong commitment, and because the design is efficient in terms of time and cost.

The independent variables are competence (X_1) and workload (X_2). The dependent variable is employee performance (Y_2), and the mediating variable is organizational commitment (Y_1). Based on the theoretical review and previous empirical studies, seven hypotheses were proposed:

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H1: Competence has a positive effect on organizational commitment.
H2: Workload has a negative effect on organizational commitment.
H3: Competence has a positive effect on employee performance.
H4: Workload has a negative effect on employee performance.
H5: Organizational commitment has a positive effect on employee performance.
H6: Competence has a positive effect on employee performance through organizational commitment.
H7: Workload has a negative effect on employee performance through organizational commitment.

Population and Sample

The population consists of all civil servant (ASN) employees and contract (BLUD) employees of UPTD Puskesmas II Melaya, a total of 55 people. Because the population is small and accessible, this study used a saturated sampling technique (census), in which every member of the population is a respondent. This technique follows the guideline that when a population is smaller than 100, all members should be taken as the sample. All 55 questionnaires were distributed and completed, so every questionnaire was usable for analysis.

Research Variables and Instrument

The research variables comprise competence (X_1), measured through motive, traits, self-concept, knowledge, and skills; workload (X_2), measured through job conditions, use of working time, and targets to be achieved; organizational commitment (Y_1), measured through affective, continuance, and normative commitment; and employee performance (Y_2), measured through quantity of work, quality of work, timeliness, effectiveness, and independence. Competence was measured with five items, workload with six items, organizational commitment with six items, and employee performance with five items, all on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The indicator structure, together with representative questionnaire items, is summarized in the table below.

Table 2. Research Variables, Indicators, and Questionnaire Items

Variable	Indicator	Representative Questionnaire Item
Competence (X_1)	1) Motive	I always try to provide the best service to the community.
	2) Traits	I stay calm when facing difficult work situations.

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	3) Self-concept	I am confident in carrying out tasks in my field.
	4) Knowledge	I understand the Puskesmas standard operating procedures (SOP) well.
	5) Skills	I am able to operate the equipment or work systems used at the Puskesmas.
Workload (X_2)	1) Job conditions	My work requires high concentration all the time.
	2) Use of working time	My working time is often not enough to complete all tasks.
	3) Targets to be achieved	I often face pressure to reach daily work targets.
Organizational Commitment (Y_1)	1) Affective commitment	I am proud to be part of Puskesmas II Melaya.
	2) Continuance commitment	I would lose a lot if I had to leave Puskesmas II Melaya.
	3) Normative commitment	I feel obliged to keep working at Puskesmas II Melaya.
Employee Performance (Y_2)	1) Quantity of work	I can complete the number of tasks given each day.
	2) Quality of work	My work always meets the Puskesmas service quality standards.
	3) Timeliness	I complete my work within the specified time.
	4) Effectiveness	I am able to use work resources optimally.
	5) Independence	I can complete my work without always depending on others.

Source: Rahmat (2019); Koesomowidjojo (2017); Kreitner & Kinicki (2014); Mangkunegara (2020)

Data Collection Technique

Primary data were collected through a structured questionnaire distributed directly to all employees, either on paper or online through Google Forms, so that respondents could be reached efficiently. Secondary data were obtained through documentation, including institutional profiles, personnel data, and service program documents, together with relevant journals, books, and previous research.

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Data Analysis Technique

The data were analyzed in several stages. In the instrument testing stage, validity was examined using Pearson product-moment correlation, with items considered valid when r exceeded 0.30 at the 5% significance level, and reliability was examined using Cronbach's alpha, with a value of 0.70 or higher considered reliable. Classical assumption tests were then carried out, comprising a normality test (Kolmogorov-Smirnov, significance above 0.05), a multicollinearity test (VIF below 10 and Tolerance above 0.10), and a heteroskedasticity test using the Glejser test (significance above 0.05). Path analysis, run in SPSS, was used to test the direct and indirect effects among variables using the two structural equations below.

$Y_1 = \alpha_1 + \beta_1 X_1 + \beta_2 X_2 + e_1$

$Y_2 = \alpha_2 + \beta_3 X_1 + \beta_4 X_2 + \beta_5 Y_1 + e_2$

where Y_1 is organizational commitment, Y_2 is employee performance, α is the constant, β are the path coefficients, and e is the error term. The t-test was used to test the significance of each path, and the coefficient of determination (R^2) was used to measure the proportion of variation explained by the model. The mediating role of organizational commitment was tested with the Sobel test, in which the mediation effect is significant when the absolute Z value exceeds 1.98 at the 5% significance level.

DISCUSSION

Respondent Profile and Instrument Quality

The study involved 55 respondents. Table 3 shows that most respondents were female (74.5%). Almost half of the respondents (47.3%) were older than 35 years, and 41.8% were aged 26-35 years. Most respondents held a diploma (43.6%) or a bachelor's degree (36.4%), and the largest group had worked for more than 10 years (45.5%). This combination of experienced and productive-age employees is relevant to the study because the experience of senior staff supports consistent service quality.

Table 3. Respondent Characteristics

Characteristic	Category	Number (%)
Gender	Male	14 (25.5%)
	Female	41 (74.5%)
Length of Service	< 5 years	18 (32.7%)
	6-10 years	12 (21.8%)
	> 10 years	25 (45.5%)
Age	< 26 years	6 (10.9%)
	26-35 years	23 (41.8%)
	> 35 years	26 (47.3%)

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Education	Senior high/vocational school	10 (18.2%)
	Diploma	24 (43.6%)
	Bachelor's	20 (36.4%)
	Master's	1 (1.8%)

Source: Primary data processed, 2026

The descriptive results show that all variables fall into the high (good) category. The mean score of competence was 4.18, with motive as the highest indicator (4.49) and knowledge as the lowest (4.00). Workload had a mean of 3.85, with job conditions as the highest aspect (4.22). Organizational commitment had a mean of 3.91, with affective commitment as the highest dimension (4.16) and continuance commitment as the lowest (3.66). Employee performance had a mean of 4.16, with timeliness as the highest indicator (4.18).

All questionnaire items were valid, with correlation coefficients ranging from 0.553 to 0.986, above the 0.30 threshold. Table 4 shows that the Cronbach's alpha of all variables was above the critical value of 0.70, indicating good internal consistency among the items measuring the same construct.

Table 4. Validity and Reliability Test Results

Variable	Validity (r range)	Cronbach's Alpha	Critical Value	Remark
Competence (X_1)	0.738 - 0.902	0.898	0.70	Valid and reliable
Workload (X_2)	0.553 - 0.930	0.867	0.70	Valid and reliable
Organizational Commitment (Y_1)	0.754 - 0.876	0.888	0.70	Valid and reliable
Employee Performance (Y_2)	0.931 - 0.986	0.982	0.70	Valid and reliable

Source: Primary data processed, 2026

Classical Assumption Tests

Before testing the hypotheses, the regression model was checked against the classical assumptions, as summarized in Table 5.

Table 5. Summary of Classical Assumption Test Results

Test	Method	Result	Criterion	Conclusion
Normality	Kolmogorov-Smirnov	Sig. = 0.200	Sig. > 0.05	Residuals are normally distributed

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Multicollinearity	VIF and Tolerance	VIF = 2.290 (X_1), 2.193 (X_2), 3.727 (Y_1); Tolerance = 0.437, 0.456, 0.268	VIF < 10; Tolerance > 0.10	No multicollinearity
Heteroskedasticity	Glejser	Sig. = 0.313 (X_1), 0.733 (X_2), 0.935 (Y_1)	Sig. > 0.05	No heteroskedasticity

Source: Primary data processed, 2026

The Kolmogorov-Smirnov significance value of 0.200 is greater than 0.05, so the residuals are normally distributed. The VIF values of 2.193 to 3.727 and the Tolerance values of 0.268 to 0.456 show that the independent variables are not highly correlated with one another. The Glejser significance values of 0.313, 0.733, and 0.935 are all above 0.05, indicating homogeneous residual variance. The model is therefore appropriate for path analysis.

Path Analysis and Hypothesis Testing

The path analysis results are presented in Table 6 and Figure 2. The first structural model explains 73.2% of the variation in organizational commitment ($R^2 = 0.732$), and the second explains 20.2% of the variation in employee performance ($R^2 = 0.202$). Together, the model has a total coefficient of determination of 78.6%, so the remaining 21.4% is explained by factors outside the model, such as motivation, leadership, work environment, and organizational culture.

Table 6. Summary of Path Analysis Results

No	Relationship	Direct Effect (β)	Indirect Effect	Sig. / Z	Remark
1	Competence (X_1) → Organizational Commitment (Y_1)	0.507	-	0.000	H1 accepted
2	Workload (X_2) → Organizational Commitment (Y_1)	-0.481	-	0.000	H2 accepted

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3	Competence (X_1) → Employee Performance (Y_2)	0.425	-	0.029	H3 accepted
4	Workload (X_2) → Employee Performance (Y_2)	-0.526	-	0.006	H4 accepted
5	Organizational Commitment (Y_1) → Employee Performance (Y_2)	0.576	-	0.005	H5 accepted
6	$X_1 \rightarrow Y_1 \rightarrow Y_2$	-	0.292 (0.507 × 0.576)	Z = 2.22	H6 accepted
7	$X_2 \rightarrow Y_1 \rightarrow Y_2$	-	-0.277 (-0.481 × 0.576)	Z = -2.20	H7 accepted
	R^2 (Y_1) / R^2 (Y_2) / total R^2			0.732 / 0.202 / 0.786	Good model fit

Source: Primary data processed, 2026

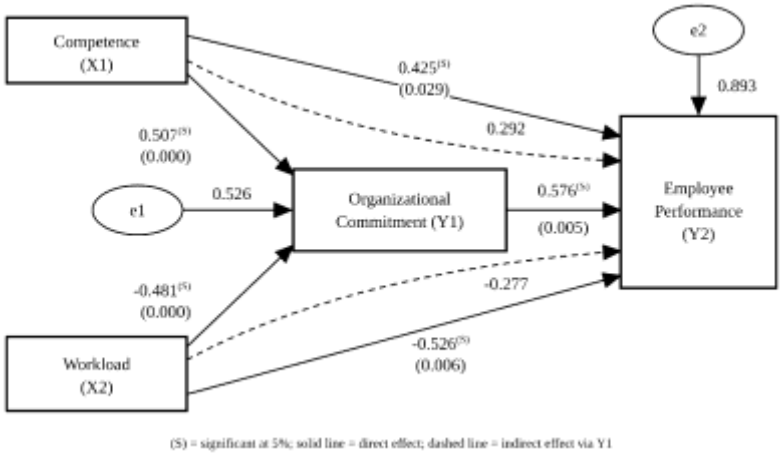


Figure 2. Path Analysis Model

Effect of Competence on Organizational Commitment

Competence has a positive and significant effect on organizational commitment (β = 0.507; p = 0.000), so Hypothesis 1 is accepted. This result is consistent with Rubina et al. (2024) and Permana et al. (2023), who found that higher competence strengthens organizational commitment. Employees who feel capable of completing their tasks tend to be more confident, feel needed by the organization, and want to keep contributing to its goals. At UPTD Puskesmas II Melaya, motive received the highest score, which shows

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a strong drive to give the best service, while knowledge received the lowest score. This implies that continuous knowledge improvement is a priority to maintain employees' attachment to the organization.

Effect of Workload on Organizational Commitment

Workload has a negative and significant effect on organizational commitment (β = -0.481; p = 0.000), so Hypothesis 2 is accepted. This is in line with Permana et al. (2023), who found that a heavier workload that is not matched by adequate resources weakens employees' attachment to the organization. The descriptive results show that the workload at the center is high, particularly in the demand for concentration, accuracy, and the number of tasks that exceeds normal capacity. When such demands continue over a long time, employees may experience fatigue and stress, which reduces their sense of belonging to the organization.

Effect of Competence on Employee Performance

Competence has a positive and significant effect on employee performance (β = 0.425; p = 0.029), so Hypothesis 3 is accepted. This agrees with Rubina et al. (2024) and Budiyanto et al. (2024), who found that competence helps employees carry out tasks effectively, efficiently, and according to job demands. Employees with good knowledge and skills can minimize errors, follow procedures, and provide better service, which is essential for first-level health services.

Effect of Workload on Employee Performance

Workload has a negative and significant effect on employee performance (β = -0.526; p = 0.006), so Hypothesis 4 is accepted. This is consistent with Andriani et al. (2024) and Anggraini et al. (2025), who found that an excessive workload causes fatigue, reduces focus, and lowers work effectiveness. In a health center, energy, time, and attention must be shared among many tasks at once, so a high workload can reduce service quality and timeliness. Notably, workload had the largest direct effect on performance of all variables, so managing it is a very important managerial task.

Effect of Organizational Commitment on Employee Performance

Organizational commitment has a positive and significant effect on employee performance (β = 0.576; p = 0.005), so Hypothesis 5 is accepted. This supports Andriani et al. (2024) and Rubina et al. (2024), who found that loyal and attached employees work more responsibly and in line with organizational goals. Affective commitment was the strongest dimension, and continuance commitment was the weakest. This suggests that

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employees stay mainly because they are proud and feel a moral obligation, not because they lack other job options, a basis that is more beneficial for performance.

The Mediating Role of Organizational Commitment

The Sobel test shows Z = 2.22 for the effect of competence on performance through organizational commitment and Z = -2.20 for the effect of workload, both beyond the critical value of 1.98, so Hypotheses 6 and 7 are accepted. Because the direct effects of both variables on performance also remain significant, organizational commitment acts as a partial mediator. The indirect effect of competence (0.292) increases performance, while the indirect effect of workload (-0.277) decreases it. This supports Rubina et al. (2024) for competence and Coryka and Wibawa (2023) for workload. The total effect of competence on performance is 0.717 (0.425 + 0.292), and the total effect of workload is -0.803 (-0.526 - 0.277). Because the data are cross-sectional and perception-based, these results should be read as strong associations rather than proof of causality.

CONCLUSION

This study concludes that competence has a positive and significant effect on organizational commitment and on employee performance at UPTD Puskesmas II Melaya. Workload has a negative and significant effect on organizational commitment and on employee performance. Organizational commitment has a positive and significant effect on employee performance, and it partially mediates the effects of both competence and workload on performance. The model explains 78.6% of the variation in the endogenous variables, while 21.4% is explained by other factors. The instruments were valid and reliable, and the model met all classical assumptions. These findings indicate that improving competence, managing workload proportionally, and strengthening organizational commitment are complementary strategies for improving employee performance and the quality of health services. In practice, management is advised to provide continuous training, especially to strengthen knowledge, to distribute tasks and schedules in proportion to staff capacity, and to improve career development, recognition, and welfare to strengthen continuance commitment. Future studies should add variables such as leadership, work motivation, and work environment, use a longitudinal design, and extend the research to other health centers.

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