The Influence of Job Satisfaction on Organizational Commitment of Employees at the Pengaringan Village Health Center, Pagar Alam City

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The purpose of this study was to determine the effect of job satisfaction on organizational commitment among employees of the Pengaringan Village Community Health Center in Pagar Alam City. The study used an associative approach. Primary data were obtained from questionnaires distributed to 66 respondents, employees of the Pengaringan Village Community Health Center in Pagar Alam City. Secondary data were obtained through library research (relevant books and literature) and employee data from the Pengaringan Village Community Health Center in Pagar Alam City. The variables used in this study were job satisfaction (X) and organizational commitment (Y). Based on the data analysis, there was a significant positive effect between job satisfaction (X) and organizational commitment (Y) among employees of the Pengaringan Village Community Health Center in Pagar Alam City. The t-test results showed a significance level of 0.000, which is less than 0.05. The correlation value of 0.441 indicates a moderate correlation.

Keywords: Job Satisfaction, Organizational Commitment

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1. Introduction

Human resources are the primary asset that determines an organization's success in achieving its stated goals. Organizations require not only competent employees but also employees who are highly committed to the organization, enabling them to consistently deliver optimal performance. In public sector organizations, including healthcare institutions, organizational commitment is a crucial factor as it relates to the quality of services provided to the public.

Community health centers, as primary healthcare facilities, play a strategic role in providing healthcare services to the public. To optimally carry out this function, employees with a high level of organizational commitment are required, enabling them to carry out their duties professionally, responsibly, and loyally. Employees with high organizational commitment tend to demonstrate emotional attachment, a willingness to remain part of the organization, and strive to make the best possible contribution to achieving organizational goals (Kusuma & Anindya, 2023).

One factor influencing organizational commitment is job satisfaction. Job satisfaction is a positive emotional state resulting from an employee's assessment of their work. Employees who are satisfied with their jobs will exhibit a positive attitude toward the organization, have higher work motivation, and be encouraged to maintain their membership in the organization. Conversely, low job satisfaction can decrease loyalty, increase the desire to leave jobs, and decrease organizational commitment (Hanafiah & Putra, 2024).

According to Sutrisno (2023), job satisfaction is influenced by several aspects: satisfaction with the job itself, satisfaction with rewards, satisfaction with supervision, satisfaction with coworkers, and satisfaction

with promotion opportunities. These five aspects contribute to the development of positive employee attitudes toward their work, which can increase commitment to the organization.

Meanwhile, according to Kusuma and Anindya (2023), organizational commitment consists of three main dimensions: affective commitment, continuance commitment, and normative commitment. These three dimensions describe employees' emotional attachment, rational considerations, and moral obligation to remain part of the organization.

Several previous studies have shown a positive relationship between job satisfaction and organizational commitment. Research conducted by Aprilia and Oktaviansyah (2025) showed a positive and significant relationship between job satisfaction and organizational commitment among members of the Pekalongan Police Department. Research by Yosa Jessica Nabila et al. (2021) also showed that employees with high levels of job satisfaction tend to have greater organizational commitment. Furthermore, Wahab and Maryadi (2025) found that job satisfaction, along with competence and organizational commitment, influenced employee performance.

Based on initial observations at the Pengaringan Village Health Center in Pagar Alam City, several factors were identified that were related to employee job satisfaction, such as perceptions of work rewards, career development opportunities, and aspects of the work environment that could potentially influence levels of organizational commitment. These factors are important to examine, given that organizational commitment plays a significant role in increasing the effectiveness of healthcare organizations.

Based on this description, this study aims to analyze the influence of job satisfaction on organizational commitment among employees at the Pengaringan Village Health Center in Pagar Alam City.

Framework

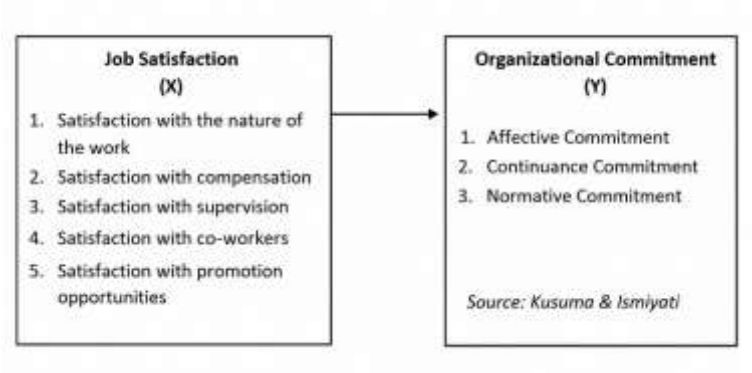


Figure 1. Framework

The hypothesis in this study is a provisional statement, a tentative conclusion, or a logical assumption about a population or a tentative answer to a study (Elvera, 2021:47). Based on the theoretical basis, previous research, and the framework, the research hypothesis is formulated as follows:
H_0: There is no effect of job satisfaction on organizational commitment among employees of the Pengaringan Village Health Center in Pagar Alam City.
H_1: There is an effect of job satisfaction on organizational commitment among employees of the Pengaringan Village Health Center in Pagar Alam City..

2. Method

This study used a quantitative approach with an associative approach. According to Elvera (2021), associative research aims to determine the relationship or influence between two or more variables so that it can be used to explain, predict, and control the phenomenon being studied. This research was conducted

at the Pengaringan Village Community Health Center, Pagar Alam City, located at Jalan Simpang III Jokoh, Padang Temu Village, Dempo Tengah District, Pagar Alam City, South Sumatra. The study was conducted from April 10 to April 20, 2026.

The population in this study was all 66 employees of the Pengaringan Village Community Health Center, Pagar Alam City. Given the relatively small population, the study used a saturated sampling technique, so that all members of the population were used as samples. Thus, the sample size was 66 respondents (Sugiyono, 2022).

The data used consisted of primary and secondary data. Primary data was obtained directly from respondents through questionnaires, while secondary data was obtained from various documents, books, scientific journals, and supporting documentation related to the research object. Data collection techniques included observation, questionnaires, interviews, and literature review.

The independent variable in this study was job satisfaction, measured using indicators according to Sutrisno (2023): satisfaction with the job itself, satisfaction with rewards, satisfaction with supervision, satisfaction with coworkers, and satisfaction with promotion opportunities. The dependent variable was organizational commitment, measured using indicators from Kusuma and Anindya (2023): affective commitment, continuance commitment, and normative commitment.

The research instrument used a five-point Likert scale: 5 for strongly agree, 4 for agree, 3 for neutral, 2 for disagree, and 1 for strongly disagree. Prior to analysis, the research instrument was tested through validity and reliability tests to ensure each item accurately and consistently measured the research variables.

Data analysis was conducted using the SPSS version 25 application which includes validity tests, reliability tests, normality tests, simple linear regression analysis, coefficient of determination analysis (R Square), and hypothesis testing using the t-test. Regression analysis was used to determine the magnitude of the influence of job satisfaction on organizational commitment of employees of the Pengaringan Village Health Center, Pagar Alam City.

3. Results And Discussion

Research Results

Validity Test

A validity test was conducted to determine the level of validity of each statement item in the research variables. The test was conducted by comparing the calculated r value with the table r value of 0.244. The research instrument was declared valid if the calculated r value was greater than the table r value.

Table 1. Results of the Research Instrument Validity Test

Variable	Itens	r-count	r-table	Description
Job	1	0,508	0,244	Valid
Satisfaction	2	0,324	0,244	Valid
(X)	3	0,286	0,244	Valid
	4	0,396	0,244	Valid
	5	0,549	0,244	Valid
	6	0,406	0,244	Valid
	7	0,467	0,244	Valid
	8	0,360	0,244	Valid
	9	0,508	0,244	Valid
	10	0,408	0,244	Valid

	11	0.289	0,244	Valid
	12	0.268	0,244	Valid
	13	0.545	0,244	Valid
	14	0.337	0,244	Valid
	15	0.266	0,244	Valid
Organizational	1	0,584	0,244	Valid
Commitment	2	0,549	0,244	Valid
(Y)	3	0,606	0,244	Valid
	4	0,653	0,244	Valid
	5	0,371	0,244	Valid
	6	0,402	0,244	Valid
	7	0,425	0,244	Valid
	8	0,490	0,244	Valid
	9	0,508	0,244	Valid
	10	0,434	0,244	Valid
	11	0.283	0,244	Valid
	12	0.290	0,244	Valid
	13	0.482	0,244	Valid
	14	0.534	0,244	Valid
	15	0.550	0,244	Valid

Source: Data processed using SPSS (2026).

Table 1 shows that all statement items in the job satisfaction and organizational commitment variables have calculated r values greater than the table r. Therefore, all statement items are declared valid and suitable for use as research instruments.

Reliability Testing

Reliability testing was conducted using the Cronbach's Alpha method. An instrument is considered reliable if its Cronbach's Alpha value is greater than 0.60.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Description
Job Satisfaction	0,676	Reliable
Organizational Commitment	0,693	Reliable

Source: Data processed using SPSS (2026).

Test results show that the job satisfaction variable obtained a Cronbach's Alpha value of 0.676, while organizational commitment obtained a value of 0.693. Both values are greater than 0.60, thus all research instruments are considered reliable and can be used in further analysis.

Normality Test

A normality test was conducted to determine whether the research data is normally distributed. The normality test in this study used the One-Sample Kolmogorov-Smirnov test. Data are considered normally distributed if the significance value is greater than 0.05.

Table 3. Normality Test Results

Variable	Asymp. Sig. (2-tailed)	Description
Unstandardized Residual	0,200	Normally distributed

Source: Data processed using SPSS version 25 (2026).

Table 3 shows that the Asymp. Sig. (2-tailed) value is 0.200, or greater than 0.05. Therefore, the research data is normally distributed, meeting one of the assumptions of simple linear regression analysis.

In addition to the Kolmogorov-Smirnov test, data normality is also supported by the Normal Probability Plot graph, which shows that the residual points are spread around the diagonal line. This indicates that the research data meets the assumption of normality and is suitable for further analysis.

Simple Linear Regression Analysis

Simple linear regression analysis was used to determine the effect of job satisfaction on organizational commitment of employees at the Pengaringan Village Community Health Center in Pagar Alam City.

Table 4. Results of Simple Linear Regression Analysis

Variable	B	Std. Error	Beta	t count	Sig.
Constant	43,449	4,978	-	8,728	0,000
Job Satisfaction	0,339	0,086	0,441	3,932	0,000

Source: Data processed using SPSS version 25 (2026).

Based on Table 4, the following simple linear regression equation is obtained:

$$Y = 43.449 + 0.339X$$

This equation indicates that the constant value of 43.449 means that if the job satisfaction variable is held constant, then the organizational commitment value is 43.449. The regression coefficient value of 0.339 for the job satisfaction variable indicates a positive relationship, meaning that every one-unit increase in job satisfaction will increase organizational commitment by 0.339 units. Therefore, the higher the employee's level of job satisfaction, the higher their organizational commitment.

Coefficient of Determination

The coefficient of determination is used to determine the contribution of the job satisfaction variable in explaining the organizational commitment variable.

Table 5. Results of the Coefficient of Determination

R	R Square	Adjusted R Square	Std. Error of the Estimate
0,441	0,195	0,182	3,345

Source: Data processed using SPSS version 25 (2026).

Table 5 shows an R value of 0.441, indicating a moderate relationship between job satisfaction and organizational commitment. An R-squared value of 0.195 indicates that job satisfaction explains 19.5% of organizational commitment, with the remaining 80.5% influenced by other variables outside the study. The adjusted R-squared value of 0.182 indicates that after adjustment, job satisfaction's ability to explain organizational commitment is 18.2%.

Hypothesis Testing

Hypothesis testing was conducted using a t-test to determine the effect of job satisfaction on organizational commitment.

Table 6. t-Test Results

Job Satisfaction Variable	t count	Sig.	Description
Job Satisfaction Variable	3,932	0,000	H_1 accepted

Source: Data processed using SPSS version 25 (2026).

The t-test results yielded a calculated t-value of 3.932 with a significance level of 0.000. This significance level is less than 0.05, indicating that job satisfaction has a positive and significant effect on organizational commitment among employees at the Pengaringan Village Community Health Center in Pagar Alam City.

Therefore, the research hypothesis stating that job satisfaction influences organizational commitment is accepted.

Discussion

The results of the study indicate that job satisfaction has a positive and significant effect on organizational commitment among employees at the Pengaringan Village Community Health Center in Pagar Alam City. This is evidenced by the t-test results, which obtained a calculated t-value of 3.932 with a significance level of 0.000, thus accepting the research hypothesis. These findings indicate that the higher the level of job satisfaction experienced by employees, the higher their organizational commitment. In other words, employees who are satisfied with their jobs tend to have a stronger sense of belonging to the organization, are willing to maintain their membership in the organization, and demonstrate a willingness to make the best possible contribution in carrying out their duties and responsibilities.

Employee job satisfaction is reflected in satisfaction with the work itself, rewards received, supervision from superiors, relationships with coworkers, and promotion opportunities. If these aspects are met properly, employees will feel comfortable at work, have higher loyalty, and demonstrate a strong commitment to the organization. Employees who receive rewards commensurate with their workload, receive direction and support from their leaders, and maintain harmonious working relationships with their colleagues will be more motivated to maintain their performance. These conditions also foster a sense of responsibility towards the organization, encouraging employees to perform their duties optimally despite facing various challenges in their daily work. The results of this study align with Sutrisno's (2023) opinion, which states that job satisfaction is a pleasant emotional attitude toward work that can increase employee morale, loyalty, discipline, and commitment to the organization.

In the context of the Pengaringan Village Community Health Center in Pagar Alam City, job satisfaction is a crucial factor because employees are required to provide professional health services to the community. Quality service is influenced not only by employees' technical abilities but also by their psychological and emotional well-being at work. Satisfied employees are more enthusiastic in serving patients, show concern for the organization's success, and strive to maintain the community's image through friendly, prompt, and responsible service. Conversely, if job satisfaction is low, employees tend to feel less committed to the organization, potentially leading to a decline in organizational commitment.

The R Square value of 0.195 indicates that job satisfaction contributes 19.5% to organizational commitment, while 80.5% is influenced by other factors outside the study. This value indicates that although job satisfaction is proven to have a significant influence, its influence is still in the moderate category so that organizational commitment is a variable that is influenced by many factors. This indicates that organizational commitment is not only influenced by job satisfaction, but also by other factors such as leadership style, organizational culture, work environment, work motivation, employee competence, organizational communication, reward systems, and opportunities to develop skills and careers. Therefore, increasing organizational commitment requires a comprehensive approach by considering these various factors simultaneously.

The results of this study align with those of Abdullah Adhha (2024), who stated that job satisfaction has a positive and significant effect on organizational commitment. These findings are also supported by research by Yosa Jessica Nabila (2021), which shows that the higher an employee's job satisfaction, the higher their organizational commitment. Furthermore, research by Wahab and Maryadi (2025) also found that job satisfaction, competence, and organizational commitment influence employee performance, with competence being the most dominant factor. The similarity between these findings and previous research

strengthens empirical evidence that job satisfaction is a crucial variable in shaping organizational commitment in various types of institutions, both in the public sector and beyond.

The consistency of these research results indicates that employees who experience job satisfaction tend to have higher levels of affective commitment, continuance commitment, and normative commitment to the organization. Employees remain not only out of economic necessity but also because they have an emotional attachment and feel a moral obligation to continue contributing to achieving organizational goals. This condition will impact employee discipline, responsibility, teamwork, and willingness to provide better service to the public.

Based on the results of this study, the Pengaringan Village Health Center in Pagar Alam City needs to continue to improve employee job satisfaction through providing fair compensation, fostering supervision, creating a safe and comfortable work environment, improving communication between leaders and employees, and providing equal opportunities for career development and competency improvement. In addition, appreciation for work performance, employee involvement in the decision-making process, and the creation of harmonious working relationships also need to be the organization's concern. These efforts are expected to increase job satisfaction which ultimately strengthens the employee's organizational commitment so that the Puskesmas' goal of providing quality health services to the community can be optimally achieved.

4. Conclusion

Based on the results of the study on the effect of job satisfaction on organizational commitment of employees at the Pengaringan Village Community Health Center in Pagar Alam City, it can be concluded that job satisfaction has a positive and significant effect on organizational commitment. The results of the hypothesis test showed a t-value of 3.932 with a significance level of 0.000, which is less than 0.05, thus accepting the research hypothesis. The results of the simple linear regression analysis produced the equation Y = 43.449 + 0.339X, indicating that any increase in job satisfaction will be followed by an increase in organizational commitment. Furthermore, the R-square value of 0.195 indicates that job satisfaction explains 19.5% of organizational commitment, while the remaining 80.5% is influenced by factors outside the study.

The findings of this study indicate that increasing job satisfaction through appropriate rewards, good supervision, harmonious working relationships, promotion opportunities, and the creation of a conducive work environment can increase employee organizational commitment, thereby supporting the achievement of organizational goals more effectively.

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