

THE INFLUENCE OF WORK-LIFE BALANCE AND JOB SATISFACTION ON ORGANIZATIONAL COMMITMENT THROUGH WORK MOTIVATION AMONG EMPLOYEES AND HEALTH CADRES OF UPTD CIKEMBAR PUBLIC HEALTH CENTER, SUKABUMI REGENCY

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Abstract. This study aims to analyze the effect of work-life balance and job satisfaction on organizational commitment, with work motivation as an intervening variable among employees of UPTD Puskesmas Cikembar, Sukabumi Regency. This research employed a quantitative approach with a causal associative design. The population consisted of 580 active employees and health cadres at UPTD Puskesmas Cikembar. The sample size was determined using the Slovin/Yamane formula with a 5% margin of error, resulting in 237 respondents. The sampling technique used was proportional stratified random sampling. Data were collected through a structured questionnaire using a five-point Likert scale and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS. The findings indicate that work-life balance has a positive and significant effect on work motivation. Job satisfaction also has a positive and significant effect on work motivation. Furthermore, work-life balance, job satisfaction, and work motivation have positive and significant effects on organizational commitment. The mediation test shows that work motivation mediates the effect of work-life balance and job satisfaction on organizational commitment. These findings confirm that strengthening organizational commitment among public health center employees is not only determined by work-life balance and job satisfaction but also by the organization's ability to enhance employee work motivation. The practical implication of this study suggests that Puskesmas management should strengthen work-life balance policies, improve job satisfaction across employment statuses, and create a work climate that promotes motivation and employee loyalty.

Keywords: work-life balance, job satisfaction, work motivation, organizational commitment, public health center.

I. INTRODUCTION

Primary healthcare services play a strategic role in ensuring the sustainability of the public health system because they serve as the first point of contact between the community and formal healthcare services. In the Indonesian context, Public Health Centers, known as Puskesmas, not only provide basic curative services but also carry out promotive, preventive, administrative, and coordinative responsibilities within their working areas. The complexity of these functions places healthcare human resources as key actors in maintaining service quality. Therefore, employees' organizational commitment becomes an important issue because it is related to individuals' willingness to remain, engage, and contribute continuously to organizational goals (Meyer & Allen, 1991; Meyer et al., 2002).

Organizational commitment is generally understood as a psychological state that connects individuals with the organization in which they work. Meyer and Allen (1991) explain that organizational commitment consists of three main dimensions, namely affective commitment, continuance commitment, and normative commitment. Affective

commitment reflects employees' emotional attachment to the organization, continuance commitment is related to the consideration of costs and benefits when leaving the organization, while normative commitment refers to a moral sense of obligation to remain. In healthcare organizations, employee commitment becomes increasingly important because low commitment may lead to declining service quality, increased turnover intention, and weakened team stability (Meyer et al., 2002; Tett & Meyer, 1993).

One factor that is often associated with organizational commitment is work-life balance. Work-life balance refers to an individual's ability to manage work demands and personal life in a balanced manner so that pressure from one domain does not interfere with the other (Greenhaus & Beutell, 1985; Greenhaus et al., 2003). In the context of public health center employees, this issue is relevant because primary healthcare work often requires high physical and psychological readiness, including patient services, field activities, administrative reporting, and adaptation to digital systems. Imbalance between work demands and personal responsibilities may result in role conflict, fatigue, and decreased attachment to the organization (Allen et al., 2000; Carlson et al., 2000; Haar et al., 2014).

The phenomenon of work-life balance becomes even more important when an organization has a dominant proportion of female employees. Female employees in the healthcare sector often face dual demands, namely professional demands at work and domestic responsibilities within the family. When an organization is unable to provide support for role balance, employees may experience psychological pressure that can weaken motivation and organizational commitment. Conversely, a work environment that supports work-life balance can improve satisfaction, psychological well-being, and employee loyalty to the organization (Kossek & Ozeki, 1998; Sirgy & Lee, 2018; Thompson et al., 1999).

In addition to work-life balance, job satisfaction is also an important determinant in the formation of organizational commitment. Job satisfaction reflects employees' emotional and cognitive evaluation of their work, including workload, compensation, work relationships, leadership, development opportunities, and organizational justice (Judge et al., 2001; Saari & Judge, 2004; Spector, 1985). Employees who feel satisfied tend to have a positive attitude toward the organization, show higher engagement, and have a lower tendency to leave their jobs. In the healthcare sector, healthcare workers' job satisfaction has been shown to be closely related to retention, service quality, and organizational stability (Aiken et al., 2012; Hayes et al., 2012; Lu et al., 2005, 2012).

In public sector organizations such as public health centers, job satisfaction is not only determined by job characteristics but also by bureaucratic structures and employment status. Differences in status among civil servants, government employees with work agreements, regional extension PPPK employees, and BLUD/TKS staff may create different perceptions of job security, welfare, compensation fairness, and career prospects. When such disparities are not managed fairly, employees' job satisfaction may fluctuate and ultimately affect organizational commitment. The perspective of social exchange theory explains that employees tend to reciprocate organizational treatment through equivalent work attitudes and behaviors; when an organization provides support, fairness, and attention to employees' needs, employees are more likely to demonstrate commitment and loyalty (Cropanzano & Mitchell, 2005; Eisenberger et al., 1986; Rhoades & Eisenberger, 2002).

However, the effects of work-life balance and job satisfaction on organizational commitment do not always occur directly. In many cases, these relationships are influenced by employees' internal psychological conditions, one of which is work motivation. Work motivation refers to internal and external drives that direct individuals to make efforts, persist, and achieve work goals. Self-Determination Theory explains that work motivation becomes stronger when individuals feel autonomy, competence, and social relatedness in their work (Deci & Ryan, 2000; Gagné & Deci, 2005). Therefore, work-life balance and job satisfaction can strengthen organizational commitment if both are able to first improve employees' work motivation.

Work motivation in this study is positioned as an intervening variable because it serves as a psychological mechanism that bridges the effects of work-life balance and job satisfaction on organizational commitment. Employees who achieve balance between work and personal life are likely to

have better psychological energy to work. Similarly, employees who are satisfied with their jobs are more likely to have the drive to contribute optimally. When work motivation increases, employees do not merely perform their duties as administrative obligations but also internalize organizational goals as part of their professional responsibility (Gagné et al., 2015; Meyer et al., 2004; Van den Broeck et al., 2016).

A number of previous studies have examined the relationships among work-life balance, job satisfaction, work motivation, and organizational commitment. Nevertheless, a research gap remains in the context of primary healthcare services, particularly in public health centers that are characterized by high workloads, a dominant proportion of female employees, and diverse employment statuses. Many previous studies have been conducted mainly in business organizations, large hospitals, or the formal private sector, while studies at the public health center level as a primary public service unit remain relatively limited. In fact, public health centers have distinct organizational dynamics due to the demands of community health services, limited resources, and bureaucratic structures that differ from private organizations.

Based on the above explanation, this study is important to conduct in order to analyze the effect of work-life balance and job satisfaction on organizational commitment, with work motivation as an intervening variable among employees of Puskesmas Cikembar, Sukabumi Regency. Theoretically, this study is expected to enrich the literature on human resource management and organizational behavior in the context of primary healthcare services. Practically, the findings are expected to provide input for public health center management and local policymakers in designing strategies to improve employee commitment by strengthening work-life balance, job satisfaction, and work motivation.

II. RESEARCH METHODS

This study employed a quantitative approach with a causal associative design. This approach was selected because the study aimed to analyze the effect of work-life balance and job satisfaction on organizational commitment, with work motivation as an intervening variable. The quantitative design enables relationships among variables to be empirically tested through numerical measurement and statistical analysis.

The study was conducted at UPTD Puskesmas Cikembar, Sukabumi Regency. The research population included all active employees and health cadres in 2026, totaling 580 individuals. The population consisted of 10 civil servants (PNS), 13 government employees with work agreements (PPPK), 19 regional extension PPPK employees (PPPK PW), 28 BLUD/TKS employees, and 510 health cadres. This heterogeneous population composition served as the basis for using a sampling technique that could proportionally represent each group.

The sample size was determined using the Slovin/Yamane formula with a margin of error of 5% ($(e = 0.05)$), as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Based on the total population of 580 individuals, the sample size was calculated as follows:

$$n = \frac{580}{1 + 580(0,05)^2}$$

$$n = \frac{580}{1 + 580(0,0025)}$$

$$n = \frac{580}{1 + 1,45}$$

$$n = \frac{580}{2,45}$$

$$n = 236,73$$

The result was then rounded to 237 respondents. Therefore, the total sample used in this study was 237 respondents.

Since the population was divided into several strata with unequal numbers, the sampling technique used was proportional stratified random sampling. This technique was applied to ensure that each stratum was represented according to its proportion in the population. The number of samples in each stratum was calculated using the following formula:

$$n_i = \left(\frac{N_i}{N} \right) \times n$$

Based on this formula, the sample distribution for each stratum was calculated as follows:

$$n_{\text{PNS}} = \left(\frac{10}{580} \right) \times 237 = 4,08 \approx 4$$

$$n_{\text{PPPK}} = \left(\frac{13}{580} \right) \times 237 = 5,31 \approx 5$$

$$n_{\text{PPPK PW}} = \left(\frac{19}{580} \right) \times 237 = 7,76 \approx 8$$

$$n_{\text{BLUD/TKS}} = \left(\frac{28}{580} \right) \times 237 = 11,44 \approx 11$$

$$n_{\text{Tenaga Kader}} = \left(\frac{510}{580} \right) \times 237 = 208,41 \approx 209$$

Based on these results, the sample allocation consisted of 4 PNS respondents, 5 PPPK respondents, 8 PPPK PW respondents, 11 BLUD/TKS respondents, and 209 health cadre respondents, resulting in a total sample of 237 respondents.

Data were collected using a structured questionnaire with a 1–5 Likert scale. This scale was used to measure respondents' perceptions of work-life balance, job satisfaction, work motivation, and organizational commitment. Each questionnaire item was developed based on the theoretical indicators of each variable and adapted to the work context of the public health center.

The collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS software. The PLS-SEM method was selected because it is suitable for testing both direct and indirect relationships among latent variables, including mediation models. The analysis was conducted in two stages: outer model evaluation and inner model evaluation.

The outer model evaluation aimed to assess the validity and reliability of the research instrument. Convergent validity was tested through outer loading values, with a minimum threshold of 0.70, and Average Variance Extracted (AVE), with a value greater than 0.50. Construct reliability was assessed using Cronbach's alpha and composite reliability, with expected values greater than 0.70. In addition, discriminant validity was

tested using the Fornell-Larcker criterion and could be strengthened by the Heterotrait-Monotrait Ratio (HTMT) to ensure that each construct was empirically distinct.

Furthermore, the inner model evaluation was conducted to test the structural relationships among variables. This evaluation included the analysis of R-square values to assess the predictive ability of the model, as well as path coefficient testing to determine the direction and strength of the effects among variables. Significance testing was carried out using the bootstrapping technique, with the criteria of (t)-statistic > 1.96 or (p)-value < 0.05. Through this procedure, the study was able to examine the direct effects of work-life balance and job satisfaction on organizational commitment, as well as their indirect effects through work motivation as an intervening variable.

III. RESULTS AND DISCUSSION

Results

This study was conducted at UPTD Puskesmas Cikembar, Sukabumi Regency, as a primary healthcare institution that plays a strategic role in providing first-level public health services. In the context of public service organizations, the success of a public health center is not only determined by the availability of healthcare facilities and infrastructure but also by the quality of human resources, work motivation, and employees' organizational commitment. Therefore, this study focuses on analyzing the effect of work-life balance and job satisfaction on organizational commitment, with work motivation as an intervening variable.

The respondents in this study were 70 active employees of UPTD Puskesmas Cikembar, Sukabumi Regency. Respondent characteristics were analyzed based on gender and highest educational level to provide an initial overview of the human resource profile serving as the subject of this study.

Table 1. Respondent Characteristics Based on Gender

No	Gender	Number of Respondents	Percentage
1	Male	14	20.00%
2	Female	56	80.00%
Total		70	100.00%

Source: Personnel data of UPTD Puskesmas Cikembar, 2026, processed.

Based on Table 1, the majority of respondents were female, totaling 56 people or 80.00%, while male respondents totaled 14 people or 20.00%. This composition indicates that the employee structure at UPTD Puskesmas Cikembar is dominated by female employees. This condition is relevant to the focus of the study because the dominance of female employees may strengthen the urgency of work-life balance issues, particularly in relation to professional role demands and domestic responsibilities. In primary healthcare organizations, the balance between work and personal life is an important aspect because employees face not only direct service demands from the community but also administrative duties and area-based health program responsibilities.

Table 2. Respondent Characteristics Based on Educational Level

No	Educational Level	Number of Respondents	Percentage
1	Junior High School/Equivalent	1	1.43%
2	Senior High School/Vocational School	4	5.71%
3	Diploma III (D3)	42	60.00%
4	Diploma IV (D4)	6	8.57%
5	Bachelor's Degree (S1)	16	22.86%
6	Master's Degree (S2)	1	1.43%
Total		70	100.00%

Source: Personnel data of UPTD Puskesmas Cikembar, 2026, processed.

Based on Table 2, the majority of respondents had a Diploma III (D3) educational background, totaling 42 people or 60.00%. Respondents with a Bachelor's degree (S1) totaled 16 people or 22.86%, while other educational levels had smaller proportions. The dominance of D3 graduates indicates that most employees are technical healthcare workers, such as nurses, midwives, nutritionists, pharmacists, or other medical support personnel. This composition illustrates that the operational activities of the public health center depend heavily on technical personnel who are directly involved in community services.

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) through the SmartPLS software. The testing was carried out in two stages, namely the evaluation of the measurement model or outer model and the evaluation of the structural model or inner model. In this study, work-life balance and job satisfaction were positioned as exogenous variables, work motivation as an intervening variable, and organizational commitment as an endogenous variable.

The outer model evaluation was conducted to test the validity and reliability of the research instrument. The results showed that all indicators of work-life balance, job satisfaction, work motivation, and organizational commitment had outer loading values above 0.70. This indicates that each indicator had adequate ability to represent the construct being measured. Furthermore, the Average Variance Extracted (AVE) values for all variables were above 0.50, indicating that convergent validity was fulfilled.

Discriminant validity was tested using the Fornell-Larcker criterion and could be strengthened through the Heterotrait-Monotrait Ratio (HTMT) approach. The results showed that each construct had adequate empirical distinction from the other constructs. Therefore, the research instrument can be declared valid because the indicators used were able to measure the appropriate constructs and did not excessively overlap with other constructs. In addition, the reliability test results showed that the composite reliability and Cronbach's alpha values for all variables were above 0.70. These results indicate that the research instrument had good internal consistency.

The inner model evaluation was conducted to determine the model's ability to explain the relationships among variables. The results showed that the R-square value for work motivation was 0.584. This means that work-life balance and job satisfaction were able to explain 58.4% of the variance in work motivation, while the remaining 41.6% was influenced by other factors outside the research model. Furthermore, the R-square value for organizational commitment was 0.672. This indicates that work-life balance, job satisfaction, and work motivation were able to explain 67.2% of the variance in organizational commitment, while the remaining 32.8% was influenced by other factors not analyzed in this study.

Table 3. R-Square Values

Endogenous Variable	R-square	Description
Work Motivation	0.584	Moderate
Organizational Commitment	0.672	Moderate to strong

Source: SmartPLS data processing results, 2026.

The hypothesis testing results showed that all direct relationships in the research model had positive and significant directions. Work-life balance had a positive and significant effect on work motivation. Job satisfaction also had a positive and significant effect on work motivation. Furthermore, work-life balance, job satisfaction, and work motivation each had a positive and significant effect on organizational commitment.

Table 4. Summary of Direct Effect Testing Results

Hypothesis	Relationship Between Variables	Test Result	Decision
H1	Work-Life Balance → Work Motivation	Positive and significant	Accepted
H2	Job Satisfaction → Work Motivation	Positive and significant	Accepted
H3	Work-Life Balance → Organizational Commitment	Positive and significant	Accepted
H4	Job Satisfaction → Organizational Commitment	Positive and significant	Accepted
H5	Work Motivation → Organizational Commitment	Positive and significant	Accepted

Source: SmartPLS data processing results, 2026.

In addition to direct effects, this study also tested indirect effects to examine the role of work motivation as an intervening variable. The results showed that work motivation was able to mediate the effect of work-life balance on organizational commitment. Moreover, work motivation also mediated the effect of job satisfaction on organizational commitment. Thus, work motivation serves as a psychological mechanism that bridges the relationship between working conditions and employees' loyal attitudes toward the organization.

Table 5. Summary of Indirect Effect Testing Results

Hypothesis	Mediation Relationship	Test Result	Decision
H6	Work-Life Balance → Work Motivation → Organizational Commitment	Positive and significant	Accepted
H7	Job Satisfaction → Work Motivation → Organizational Commitment	Positive and significant	Accepted

Source: SmartPLS data processing results, 2026.

Discussion

The results of the study show that work-life balance has a positive and significant effect on the work motivation of employees at UPTD Puskesmas Cikembar. This finding indicates that the better employees are able to balance work demands and personal life, the higher their work motivation. In the context of a public health center, employees face complex work demands, ranging from patient services, promotive and preventive activities, administrative recording, to health program reporting. When the organization is able to create working conditions that allow employees to maintain a balance between work roles and personal life, employees will have better psychological energy to work.

This finding is in line with Sirgy and Lee (2018), who explain that work-life balance is related to individuals' involvement in work and non-work life as well as low inter-role conflict. Good work-life balance can improve psychological well-being and encourage more positive work attitudes. In this study, the dominance of female respondents at 80.00% strengthens the relevance of this finding. Female employees in the healthcare sector often face dual demands between professional duties and domestic responsibilities. Therefore, workplace policies that support role balance can become an important factor in maintaining their work motivation.

The results also show that job satisfaction has a positive and significant effect on work motivation. This means that employees who are satisfied with their work, work environment, relationships with colleagues, and organizational treatment tend to have higher work motivation. Job satisfaction in public organizations is not only related to compensation but also to feeling valued, role clarity, leadership support, social relationships in the workplace, and perceptions of fairness. In the context of UPTD Puskesmas Cikembar, job satisfaction is important because employees come from diverse employment statuses and job functions.

This finding supports the view of Judge et al. (2001), who state that job satisfaction has an important relationship with work behavior and individual performance. Satisfied employees tend to have more positive work attitudes because they perceive their work as meaningful and beneficial. In addition, Gagné and Deci (2005), through Self-Determination Theory, explain that work motivation strengthens when individuals' psychological needs, such as autonomy, competence, and social relatedness, are fulfilled. Thus, job satisfaction serves as a psychological stimulus that encourages employees to work more optimally.

Furthermore, work-life balance was proven to have a positive and significant effect on organizational commitment. This result indicates that employees who experience a balance between work life and personal life tend to have stronger loyalty to the organization. In healthcare organizations, support for work-life balance can be perceived as a form of organizational concern for employee well-being. When employees feel that the organization pays attention to their personal needs, they are more likely to reciprocate this support through stronger attachment and commitment.

This finding can be explained through Social Exchange Theory, in which the relationship between employees and the organization is understood as a reciprocal relationship. When the organization provides support, fairness, and attention to employees' needs, employees tend to respond with positive attitudes, loyalty, and commitment. This is consistent with Cropanzano and Mitchell (2005) as well as Rhoades and Eisenberger (2002), who explain that organizational support can create a psychological obligation to reciprocate positive organizational treatment. In the context of Puskesmas Cikembar, support for work-life balance can strengthen employees' affective commitment to the organization.

Job satisfaction was also found to have a positive and significant effect on organizational commitment. This finding shows that the higher employees' job satisfaction, the higher their commitment to the public health center. Satisfied employees tend to view the organization as a workplace worth maintaining because it is able to meet their professional and psychological expectations. High job satisfaction can strengthen employees' identification with the organization, increase their sense of belonging, and reduce the tendency to leave the organization.

This result supports Meyer et al. (2002), who show that organizational commitment is influenced by work experiences and individuals' positive attitudes toward the organization. In addition, Tett and Meyer (1993) explain that job satisfaction and organizational commitment are important predictors in explaining individuals' tendency to stay in or leave an organization. In the healthcare sector, Aiken et al. (2012) also show that a better work environment is related to healthcare workforce stability, service quality, and patient satisfaction. Therefore, improving the job satisfaction of public health center employees not only affects the internal aspects of the organization but may also contribute to the quality of services provided to the community.

The next result shows that work motivation has a positive and significant effect on organizational commitment. This finding indicates that employees with high work motivation tend to demonstrate stronger attachment to the organization. Work motivation functions as psychological energy that drives employees to carry out their duties consistently, responsibly, and in accordance with organizational goals. In the public health center environment, high work motivation can transform routine healthcare service duties into a form of dedication to the public interest.

This finding is consistent with Meyer et al. (2004), who explain that commitment and motivation are two interrelated constructs in explaining work behavior. Motivation helps explain why individuals are willing to direct their energy and

effort toward achieving organizational goals, while commitment explains why individuals remain in and feel attached to the organization. Thus, work motivation can be understood as an internal driver that strengthens employees' attachment to the public health center.

The mediation test shows that work motivation mediates the effect of work-life balance on organizational commitment. This means that work-life balance not only has a direct effect on organizational commitment but also works through increased work motivation. Employees with good work-life balance tend to have more stable psychological conditions, more sustained work energy, and a stronger drive to contribute to the organization. This work motivation then strengthens organizational commitment.

This result shows that work-life balance policies should not merely be understood as working time arrangements, but also as managerial strategies to maintain employees' psychological energy. In an organization dominated by female employees, such as UPTD Puskesmas Cikembar, work policies that are sensitive to dual roles can help reduce psychological pressure and increase work motivation. Once this motivation is formed, employees are more likely to develop a sense of belonging and loyalty to the organization.

In addition, work motivation was also proven to mediate the effect of job satisfaction on organizational commitment. This finding indicates that job satisfaction will be more effective in improving organizational commitment if it first generates employee work motivation. In other words, satisfaction with work, the work environment, and organizational treatment becomes an initial stimulus that encourages employees to work more enthusiastically. Increased work motivation then strengthens employees' commitment to remain part of the organization.

Overall, the results of this study confirm that the organizational commitment of employees at UPTD Puskesmas Cikembar is shaped by a combination of situational and psychological factors. Work-life balance and job satisfaction function as external factors that create positive working conditions, while work motivation functions as an internal mechanism that transforms these conditions into organizational commitment. This finding reinforces the importance of human resource management based on psychological well-being, workplace fairness, and organizational support in the primary healthcare service sector.

The practical implication of this study is that the management of UPTD Puskesmas Cikembar needs to pay attention to policies that support employees' work-life balance, especially because most employees are women. In addition, efforts to improve job satisfaction should be directed toward fair workload distribution, role clarity, leadership support, healthy work relationships, and recognition of employee contributions. These efforts are important because improvements in work-life balance and job satisfaction not only affect motivation but also contribute to strengthening employees' organizational commitment.

IV. CONCLUSIONS

Based on the results of data analysis, structural model testing using SEM-PLS, and the discussion that has been conducted, this study concludes that work-life balance plays an important role in improving the work motivation of employees at UPTD Puskesmas Cikembar, Sukabumi Regency. The better employees are able to balance work demands and personal life, the stronger their internal drive to work optimally. This condition indicates that the balance between work life and personal life not only affects individual comfort but also serves as a psychological factor that can encourage employees' work enthusiasm in carrying out primary healthcare service duties.

In addition, job satisfaction is proven to have a positive effect on employees' work motivation. Employees who are satisfied with their work, including the work environment, relationships with colleagues, clarity of duties, recognition, and organizational treatment, tend to have stronger work motivation. This finding confirms that job satisfaction is one of the essential foundations for building stable work motivation, particularly in public service organizations with high operational demands, such as public health centers.

The results of the study also show that work-life balance has a positive effect on organizational commitment. Employees who perceive that the organization provides space for balancing work life and personal life tend to have stronger attachment to the institution. Therefore, organizational policies that support employees' role balance can strengthen loyalty, sense of belonging, and willingness to continue contributing to the organization.

Job satisfaction is also proven to have a positive effect on the organizational commitment of employees at UPTD Puskesmas Cikembar. This indicates that employees who are satisfied with their work are more likely to develop emotional attachment, a sense of responsibility, and long-term commitment to the organization. Well-maintained job satisfaction can serve as an important asset for public health center management in maintaining human resource stability and ensuring the continuity of healthcare service quality for the community.

Furthermore, work motivation is proven to have a positive effect on organizational commitment. Employees with high work motivation tend to demonstrate dedication, responsibility, and willingness to provide their best contribution to the organization. In this context, work motivation functions as psychological energy that transforms routine healthcare service duties into a more meaningful form of dedication to the institution and the community.

This study also proves that work motivation acts as an intervening variable in the relationship between work-life balance and organizational commitment. This means that work-life balance not only has a direct effect on organizational commitment but also works through the improvement of work motivation. When employees experience better life balance, they tend to have higher work motivation, which ultimately strengthens their commitment to the organization.

On the other hand, work motivation also mediates the effect of job satisfaction on organizational commitment. Employees' job satisfaction will be more effective in strengthening organizational commitment when it is able to first enhance

work motivation. Thus, work motivation can be understood as a psychological mechanism that bridges the influence of work-life balance and job satisfaction on the organizational commitment of employees at UPTD Puskesmas Cikembar, Sukabumi Regency.

Based on the findings of this study, the management of UPTD Puskesmas Cikembar is advised to strengthen workplace policies that support employees' work-life balance. Considering that most employees are women, the organization needs to be more sensitive to potential work-family role conflicts experienced by employees, particularly between professional responsibilities and family responsibilities. Policies such as more proportional work scheduling, fair task distribution, and limited flexibility under certain conditions can be strategic steps to maintain employees' work-life balance without reducing the quality of public services.

Public health center management also needs to improve employee job satisfaction by creating a fairer, more supportive, and more appreciative work environment. Differences in employment status among civil servants, government employees with work agreements, regional extension PPPK, BLUD/TKS staff, and health cadres may lead to psychological gaps if not properly managed. Therefore, the organization needs to develop non-financial reward systems, performance recognition, opportunities for training, and more open internal communication so that all employees feel valued and have proportional opportunities for development.

In addition, improving work motivation should become a major concern because this variable has been proven to play an important role in strengthening organizational commitment. Management can enhance work motivation through constructive feedback, employee involvement in operational decision-making, improved leadership quality, and the creation of a work climate that fosters a sense of belonging to the organization. These efforts are important so that employees do not work merely due to administrative obligations but also because of an internal drive to provide the best services to the community.

From an academic perspective, future researchers are advised to develop the research model by adding other relevant variables, such as transformational leadership, organizational culture, workload, burnout, perceived organizational support, or psychological well-being. These variables may provide a broader understanding of the factors influencing organizational commitment in the primary healthcare service sector.

Future research may also employ a mixed-methods approach. A quantitative approach can be used to examine statistical relationships among variables, while in-depth interviews can be used to explore employees' subjective experiences related to work-life balance, job satisfaction, motivation, and organizational commitment. Therefore, future research is expected to provide a more comprehensive understanding of the psychological and managerial dynamics of public health center employees in facing the demands of public service.

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