

UDC 332

THE ROLE OF JOB SATISFACTION MEDIATION THE EFFECT OF WORK FAMILY CONFLICT AND WORK STRESS ON ORGANIZATIONAL COMMITMENT: A STUDY AT PUBLIC HEALTH CENTER IN ABIANSEMAL DISTRICT

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ABSTRACT

Organizational commitment refers to the strong attitude of organizational members to be in the organization which shows employee loyalty. This loyalty is important in a company because it will affect employee performance in achieving company targets. This study aims to determine the effect of Work Family Conflict and work stress on organizational commitment mediated by job satisfaction on the Public health center di Kecamatan Abiansemal. The research population in Public health center in Abiansemal District was 142 people. The samples in this study as many as 42 people were determined based on the purposive sampling method. Data collection was carried out by observation, interviews, documentation, and questionnaires. Data analysis used descriptive analysis and inferential analysis. The results showed that work family conflict has a negative and significant effect on organizational commitment, work stress has a negative and significant effect on organizational commitment, work family conflict has a negative and significant effect on job satisfaction, job stress has a significant negative effect on job satisfaction, job satisfaction has a significant positive effect on organizational commitment, work family conflict has a negative effect on organizational commitment with job satisfaction as a mediator, job stress has a negative effect on organizational commitment with job satisfaction as a mediator. This study is limited to a small population because further research can be carried out on a larger population and with the addition of other variables that affect employee performance.

KEY WORDS

Job satisfaction, organizational commitment, work family conflict, work stress.

Organizations that are able to exist and are sustainable in their business activities are largely determined by the management of human resources owned. Human resources are one of the key factors to get the best performance because in addition to dealing with problems of skills and expertise in human resource management, they are also obliged to build conducive behaviors for employees to get the best job satisfaction. To get job satisfaction, it is necessary to have an organizational commitment owned by each employee. According to Garnis (2018) high commitment will make the company more competitive because highly committed employees will be more creative and innovative. Likewise, the problem that occurs in the Public health center in Abiansemal District where there is a lack of sense of ownership of employees towards organization so that there is still a kmlpain from the community towards the services provided, especially during the Covid-19 pandemic.

One of the factors that influence organizational commitment is work family conflict. Malik et.al, (2015) explains work family conflict is a form of conflict in which, the role pressures associated with membership in one organization are opposed to the pressures that come from membership in the family. As is the case at the public health center in Abiansemal District where the workload as an employee affects the emotions of employees until they are carried away into their families and employees who experience fatigue and emotions when they have to fulfill obligations at work as well as family at the same time. This is supported by research conducted by Paramita and Subudi, (2017).

In addition to the work family conflict factor, work stress can also affect organizational commitment. According to Robbins and Timothy (2008) work stress is a dynamic state that a

person faces when forced to face opportunities, obstacles, or demands related to what he wants which at the same time the result is considered uncertain but very important. Such as the problem that occurred at the Public health center in Abiansemal District where the work pressure given by the leader was quite heavy which caused a high level of fatigue in employees, especially coupled with the high workload of working during the Covid-19 pandemic, resulting in work stress on employees, resulting in work stress in employees. This is supported by research conducted by Iresa et.al, (2015) which states that there is a significant influence between work stress on organizational commitment.

In addition to work family conflict and work stress factors, job satisfaction can also affect organizational commitment. According to Mangkunegara (2005: 117) job satisfaction is related to variables such as absenteeism rate, age, employment rate, and the size of the company's organization. As in the Public health center in Abiansemal District, employees feel that working hours are busy with the pandemic situation, as well as the number of activities to support the handling of the corona virus so that employees feel dissatisfied with the working hours they are running. Like research conducted by Akbar, et al (2016) where job satisfaction has a significant effect on organizational commitment. In contrast to the research conducted by Kharishma, et al (2019) which states that organizational commitment does not affect the organizational commitment of employees.

Work family conflict greatly affects job satisfaction. High work family conflict can cause job satisfaction that is not optimal and will interfere with work in the company and work at home. Work stress greatly affects job satisfaction, when work stress is able to be handled by the leadership, employees will feel satisfaction.

Based on the explanation above, job satisfaction is able to mediate between work family conflict and work stress towards organizational commitment. Therefore, researchers are interested in conducting a study entitled The Effect of Work Family Conflict and Work Stress on Organizational Commitment with Job Satisfaction as a Mediation Variable at Public health center in Abiansemal District. Based on the background that has been described, the problems that can be formulated in this study are: 1) Does work family conflict affect the organizational commitment to the public health center in Abiansemal District? ; 2) Does work stress affect the organizational commitment of the Public health center in Abiansemal District?; 3) Does job satisfaction affect the organizational commitment to the Public health center in Abiansemal District?; 4) Does work family conflict affect job satisfaction at Public health center in Abiansemal district?; 5) Does work stress affect job satisfaction at the Public health center in Abiansemal District?; 6) Does work family conflict affect organizational commitment through job satisfaction at Public health center in Abiansemal District?; 7) Does work stress affect organizational commitment through job satisfaction at the Public health center in Abiansemal District?

LITERATURE REVIEW

Role Theory

Role theory was put forward by Khan et al. (1964) is an emphasis on the nature of the individual as a social actor who studies behaviors that correspond to the position occupied in society. The role played by a person can be a stress-causing factor because a person in his life does not only play one role, The expectation of the environment around the individual will exert pressures that can affect how the individual acts.

Work Family Conflict

Work Family Conflict is a conflict that occurs as a result of bearing a dual role, both in work and family, where due to time and attention is too devoted to one role, including roles in the world of work, so that the demands of other roles in the family cannot be fulfilled optimally (Susanto, 2010). The Work Family Conflict indicators according to Amelia (2010) and Netemeyer, et al (1996) are: 1) Time-based conflict, the pressure that arises in performing one of the roles both work and family that makes it difficult for employees to fulfill certain roles; 2) Work Demand pressure arising from over-workload and time pressure from workers;

3) Family Demand, The pressure felt by employees arising from time pressure related to tasks at home.

Work Stress

The definition of work stress proposed by Hasibuan, (2013: 204) states that work stress is a tension that affects emotions, thought processes and current conditions. Work stress according to Handoko (2014:200), is a condition of tension that affects one's emotions, thought processes and conditions. Indicators of work stress according to Behr and Newman (1978: 665) and Mangkunegara (2013), namely: Physical, there is physical stress that occurs employees experiencing fatigue due to too heavy work; Work conflicts, adanya perrands between employees so as to cause divisions in an organization; The difference in values between employees and leaders, a difference in thinking between superiors and subordinates that can often trigger conflict; The workload is felt to be too heavy, employees are often given jobs that exceed the ability to work; Urgent working time, the provision of excessive working time will put pressure on employees; Quality of Supervision, the existence of a low quality of work supervision that causes errors in the completion of work.

Job Satisfaction

Job satisfaction is a feeling that supports or does not support employees who are related to their work or with their condition (Mangkunegara, 2013). Waluyo (2013:131) said that job satisfaction is a positive attitude that concerns the healthy self-adjustment of employees to work conditions and situations, including wages, social conditions, physical conditions, and psychological conditions. Indicators of job satisfaction according to Robbins (2017: 53) are: Jobs, employees tend to prefer jobs that give them the opportunity to use their abilities and skills, freedom, and feedback on how well they work; Wages, employees want a wage system and promotion policy that is fair, not dubious and in line with their expectations in accordance with the responsibilities of employees; Colleagues, lack of a sense of cooperation and fun that can affect job satisfaction; Promotion, related to the transfer of job positions to positions that are higher than before so that there are demands for javanese skills, abilities and responsibilities; Supervisor, there is supervision from the section head or leader that can affect employee satisfaction and performance system.

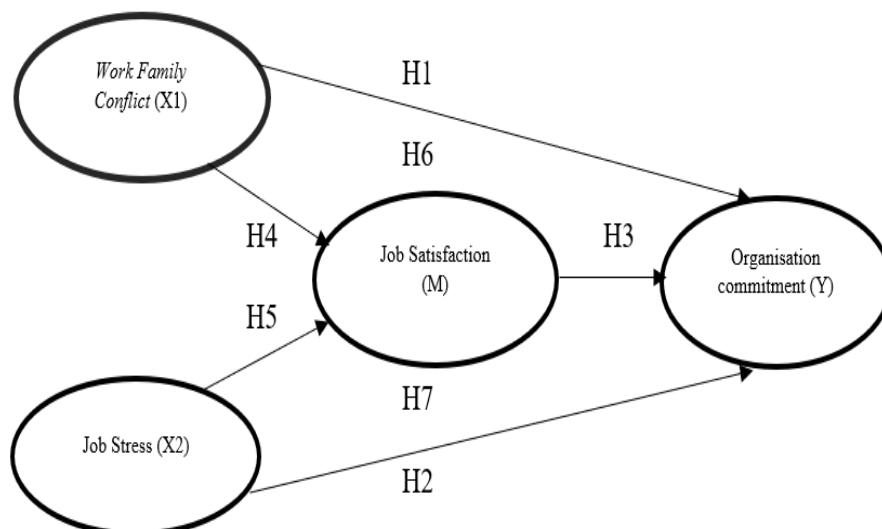


Figure 1 – Research Model

Organizational Commitment

Organizational commitment is an organizational commitment is a relationship between the individual and the organization where the individual works, which means that the individual has confidence in the values and goals of the organization, there is a willingness to strive seriously for the benefit of the organization and has a strong desire to remain part of

the organization. Indicators of organizational commitment according to Allen and Meyer (1997) and Robbin and Judge (2008), namely: Affective Commitment (affective commitment), the existence of emotional or psychological bonds that make employees survive in a company; Normative commitment , the existence of a policy or a demand that makes employees feel obliged to settle in an organization; Continuance Commitment (ongoing commitment), the existence of a commitment or bond because employees need the organization

Hypothesis

- H1: Work family conflict negatively affects komitmen organization;
- H2: Stress kerja has a significant negative effect on komitmen organization;
- H3: Work family conflict has a significant negative effect on job satisfaction;
- H4: Job stress has a negative and significant effect on job satisfaction;
- H5: Job satisfaction has a positive effect organization commitment;
- H6: Does work family conflict affect organizational commitment through job satisfaction;
- H7: Work Stress negatively affects organizational commitment.

METHODS OF RESEARCH

The object of this study is public health center employees in Abiansemal District who are related to the influence of work family conflict, work stress, organizational commitment and job satisfaction. Independent variables in this study are work family conflict (X1), work stress (X2), dependent variables, namely organizational commitment (Y1) and job satisfaction (Y2), the sample in this study was 42 people using the purposive sampling method. The data collection method in this study used questionnaires, interviews, documentation and observations. Data analysis techniques use Descriptive and Inferential analysis techniques using SmartPLS.

RESULTS AND DISCUSSION

Structural equation model (SEM) is a statistical technique that allows testing a series of relatively complex relationships simultaneously and in stages. The PLS approach specifies relationships between variables, including: 1) *outer model*, 2) *inner model* and 3) indirect influence. The results of the analysis of the influence of *work family conflict* and work stress on organizational commitment with job satisfaction as a mediation variable at the public health center in Abiansemal District with the PLS approach in this study are shown by Figure 1.

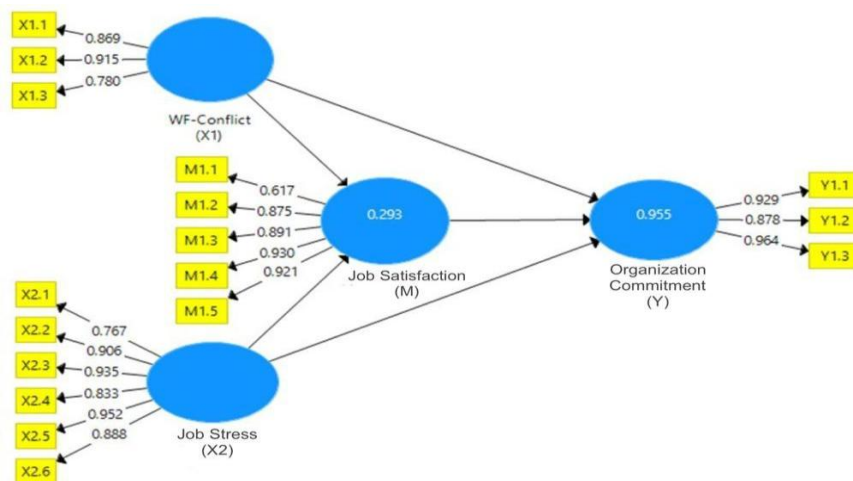


Figure 1 – The Role of Job Satisfaction Mediation the Effect of Work Family Conflict and Work Stress on Organizational Commitment. Source: SmartPLS 3.0, data processed 2022

The evaluation of the measurement model or *outer model* in this study is as follows.

a. *Convergent Validity (CV)*:

The results of the *convergent validity* test can be determined by looking at the value of the *outer loadings* of the variables against the instruments shown in Table 1.

Table 1 – *Outer Loadings*

n/n	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
(X1.1) <- WF-Conflict (X1)	0.869	0.865	0.034	26.453	0.000
(X1.2) <- WF-Conflict (X1)	0.915	0.914	0.013	75.453	0.000
(X1.3) <- WF-Conflict (X1)	0.780	0.780	0.048	17.383	0.000
(X2.1) <- Job Stress (X2)	0.767	0.767	0.050	17.362	0.000
(X2.2) <- Job Stress (X2)	0.906	0.901	0.017	75.448	0.000
(X2.3) <- Job Stress (X2)	0.935	0.928	0.011	76.010	0.000
(X2.4) <- Job Stress (X2)	0.833	0.829	0.037	26.421	0.000
(X2.5) <- Job Stress (X2)	0.952	0.945	0.005	78.913	0.000
(X2.6) <- Job Stress (X2)	0.888	0.881	0.024	27.025	0.000
(M1.1) <- Job Satisfaction (M)	0.617	0.617	0.055	15.425	0.000
(M1.2) <- Job Satisfaction (M)	0.875	0.874	0.030	26.817	0.000
(M1.3) <- Job Satisfaction (M)	0.891	0.889	0.020	27.132	0.000
(M1.4) <- Job Satisfaction (M)	0.930	0.925	0.014	75.811	0.000
(M1.5) <- Job Satisfaction (M)	0.921	0.916	0.015	75.700	0.000
(Y1.1) <- Organizational Commitment (Y)	0.929	0.924	0.014	75.809	0.000
(Y1.2) <- Organizational Commitment (Y)	0.878	0.874	0.030	26.504	0.000
(Y1.3) <- Organizational Commitment (Y)	0.964	0.958	0.003	79.888	0.000

Source: Data processed, 2022.

Table 1 shows that all research instruments have an *outer loading* value of more than 0.50 and a t-statistical value greater than 1.96 with a *p-value* of $0.000 < 0.05$. This means that the instruments on each variable have met the *convergent validity assumption*.

b. *Discriminant Validity (DV)*:

The results of *discriminate validity* testing can be determined by looking at the *instrument's crossloadings* on each variable indicated by Table 2.

Table 2 – *Crossloading*

	WF-Conflict (X1)	Job Stress (X2)	Job Satisfaction (M)	Organizational Commitment (Y)
(X1.1)	0.869	0.803	0.819	0.801
(X1.2)	0.915	0.849	0.846	0.827
(X1.3)	0.780	0.602	0.737	0.629
(X2.1)	0.618	0.767	0.622	0.594
(X2.2)	0.854	0.906	0.871	0.795
(X2.3)	0.772	0.935	0.819	0.821
(X2.4)	0.748	0.833	0.806	0.767
(X2.5)	0.823	0.952	0.852	0.810
(X2.6)	0.846	0.888	0.835	0.803
(M1.1)	0.611	0.600	0.617	0.578
(M1.2)	0.852	0.822	0.875	0.799
(M1.3)	0.816	0.702	0.891	0.824
(M1.4)	0.908	0.635	0.930	0.775
(M1.5)	0.914	0.738	0.921	0.722
(Y1.1)	0.617	0.803	0.789	0.929
(Y1.2)	0.698	0.849	0.746	0.878
(Y1.3)	0.728	0.857	0.613	0.964

Source: Data processed, 2022.

Table 2 indicates each instrument has a greater *crossloading* value in its construct compared to other constructs, so it can be declared to have a good DV. Another model for *discriminate validity* (DV) is to look at the *square root of average variance extract* (Root AVE) of every other construct in the model. If the *square root value of average variance extract* of each construct is more than matched by the correlation between the construct and other constructs in the model, then the construct in question has good *discriminate validity* (DV). The results of the test can be seen in Table 3.

Table 3 – Fornell – Larcker Criterion

	WF-Conflict (X1)	Work Stress (X2)	Job Satisfaction (M)	Organizational Commitment (Y)
WF-Conflict (X1)	0.840			
Work Stress (X2)	0.657	0.789		
Job Satisfaction (M)	0.680	0.655	0.892	
Organizational Commitment (Y)	0.702	0.617	0.684	0.825

Source: Data processed, 2022.

Table 3 indicates that the *square root of average variance extract value* of each construct is greater than the correlation between the construct and other constructs in the model, then the construct in question has a good *discriminate validity* (DV).

c. *Composite Reliability* (pc):

Composite Reliability (pc) is generally used for reflective indicators that aim to measure the internal consistency of a construct, in addition to the often-used *Cronbach Alpha*. A valid and reliable construct is a construct that has a *Cronbach Alpha* and *Composite Reliability* value of more than 0.700. The results of the *Composite Reliability* test can be seen in Table 4.

Table 4 – Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
WF-Conflict (X1)	0.862	0.872	0.906	0.706
Work Stress (X2)	0.849	0.869	0.891	0.622
Job Satisfaction (M)	0.871	0.899	0.921	0.795
Organizational Commitment (Y)	0.853	0.870	0.899	0.683

Source: Data processed, 2022.

Table 4 shows that the entire construct has a *Cronbach Alpha* and *Composite Reliability* value of more than 0.700. This means that the construct is valid and reliable enough.

The *inner model* is also called *inner relation* which describes the relationship between latent variables based on the substance of the theory. Evaluation of the *inner model* is carried out by looking at the magnitude of its structural path coefficient, and also its statistical t-test value greater than 1.96 or *p-value* smaller than 0.05 obtained by the *bootstrapping* method, which is shown by Table 5.

Table 5 – Direct Effects

	Original Sample	Standard Deviation	T Statistics	P Values
WF-Conflict (X1) -> Job Satisfaction (M)	-0.680	0.064	-8.551	0.000
Work Stress (X2) -> Job Satisfaction (M)	-0.452	0.083	-5.815	0.000
WF-Conflict (X1) -> Organizational Commitment (Y)	-0.506	0.075	-6.727	0.000
Work Stress (X2) -> Organizational Commitment (Y)	-0.394	0.091	-5.694	0.000
Job Satisfaction (M) -> Organizational Commitment (Y)	0.513	0.078	6.590	0.000

Source: Data processed, 2022.

Table 5 shows that the t-statistical value of each construct is greater than 1.96 with a *p-value* of < 0.05. In addition, it is also noticed R^2 for dependent latent variables. The value of R^2 around 0.67 is said to be strong, 0.33 is said to be moderate, while 0.19 is said to be weak. The results of the R^2 test in this study can be seen in Table 6.

Table 6 – R Square

	R Square	R Square Adjusted
Job Satisfaction (M)	0.293	0.257
Organizational Commitment (Y)	0.955	0.951

Source: Data processed, 2022.

Table 6 shows that the value of R^2 for the latent variable of mediating i.e., job satisfaction is 0.293 which is classified as moderate and dependent category, namely

organizational commitment which at the same time shows the overall model is 0.955. This means that the research model has an R value of ² greater than 0.67 and is in the strong category. Testing of mediating variables is done by *bootstrapping*. A variable is said to be able to mediate if it has a coefficient value of $\neq 0$ and a t-statistic greater than 1.96 with a *p-value* of < 0.05 . T-statistical and *p-value* tests of the indirect influence of the mediating variables are further demonstrated by Table 7.

Table 7 – Indirect Effect

n/n	Original Sample	Standard Deviation	T Statistics	P Values
WF-Conflict (X1) -> Job Satisfaction (M) -> Organizational Commitment (Y)	0.349	0.067	5.173	0.000
Work Stress (X2) -> Job Satisfaction (M) -> Organizational Commitment (Y)	0.288	0.073	4.998	0.000

Source: Data processed, 2022.

Table 7 shows that the t-statistical value of the effect of *work family conflict* on organizational commitment through job satisfaction was $5.173 > 1.96$ with a *p-value* of $0.000 < 0.05$ and the effect of work stress on organizational commitment through job satisfaction was $4.998 > 1.96$ with a *p-value* of $0.000 < 0.05$. This shows that job satisfaction is able to significantly mediate the influence of *work family conflict* and work stress on organizational commitment. The t-statistical and *p-value* testing of the total influence of each subsequent research variable after the presence of the mediating variable is shown by Table 8.

Table 8 – Total Effect

	Original Sample	Standard Deviation	T Statistics	P Values
WF-Conflict (X1) -> Job Satisfaction (M)	-0.680	0.064	-8.551	0.000
Work Stress (X2) -> Job Satisfaction (M)	-0.452	0.083	-5.815	0.000
WF-Conflict (X1) -> Organizational Commitment (Y)	-0.157	0.142	-3.418	0.001
Work Stress (X2) -> Organizational Commitment (Y)	-0.106	0.158	-3.110	0.003
Job Satisfaction (M) -> Organizational Commitment (Y)	0.513	0.078	6.590	0.000

Source: Data processed, 2022.

Table 8 shows that each influence of the study variable has a t-statistical value greater than 1.96 both in the positive and negative directions with a *p-value* of < 0.05 . This means that the relationship of the influence of each variable in the research model is significant.

The effect of *work family conflict* on organizational commitment is -0.506 indicating that *work family conflict* has a negative or unidirectional influence on organizational commitment. This means that if the higher the *work family conflict* felt by employees, then the commitment of the employee organization to the public health center in Abiansemal District will be reduced. t-statistical value = $6.727 > 1.96$ in a negative direction with a *p-value* of $0.000 < 0.05$, which means that *work family conflict* has a significant or noticeable effect on organizational commitment. The effect of work stress on organizational commitment is -0.394 indicating that work stress has a negative or unidirectional influence on organizational commitment. This means that if the higher the work stress felt by employees, the commitment of employee organizations to the public health center in Abiansemal District will decrease. The reality or significance of the effect of work stress on organizational commitment is indicated by a t-statistical value = $5.694 > 1.96$ in a negative direction with a *p-value* of $0.000 < 0.05$, which means that work stress has a significant or noticeable effect on organizational commitment. The effect of work stress on job satisfaction is -0.452 indicating that work stress has a negative or unidirectional influence on job satisfaction. This means that if the higher the work stress felt by employees, the more dissatisfied employees will be in working at the public health center in Abiansemal District. Whether or not the effect of work stress on job satisfaction is indicated by a t-statistical value = $5.815 > 1.96$ in a negative direction with a *p-value* of $0.000 < 0.05$, which means that work stress has a significant or noticeable effect on job satisfaction.

The effect of job satisfaction on organizational commitment is -0.513 indicating that job satisfaction has a positive or unidirectional influence on organizational commitment. This means that if the more satisfied the employees are at work, the organizational commitment to the public health center employees in Abiansemal District will also increase. The reality or significance of the effect of job satisfaction on organizational commitment is indicated by a t-statistical value = 6.590 > 1.96 in a positive direction with a *p-value* of 0.000 < 0.05, which means that job satisfaction has a significant or noticeable effect on organizational commitment. The role of job satisfaction in mediating the influence of *work family conflict* on organizational commitment is shown by the value of *the indirect effect* of *work family conflict* on organizational commitment through job satisfaction, which is 0.349, which means that job satisfaction mediates positively the influence of *work family conflict* to organizational commitment, so that with the job satisfaction felt by employees, it will be able to reduce the negative impact of *work family conflict* on organizational commitment to Public health center employees in Abiansemal District. Whether or not the role of job satisfaction as a mediator of *work family conflict* to organizational commitment is shown by a t-statistical value = 5.173 > 1.96 in a positive direction with a *p-value* of 0.000 < 0.05, which means that job satisfaction is significantly or visibly able to mediate the influence of *work family conflict* to organizational commitments.

Furthermore, it was found that the total influence of the reduced negative influence of *work family conflict* on organizational commitment after going through job satisfaction was -0.157 with t-statistics = 3.418 > 1.96 in a negative direction with a *p-value* of 0.001 < 0.05. The role of job satisfaction in mediating the effect of work stress on organizational commitment is shown by the value of the *indirect effect* of work stress on organizational commitment through job satisfaction, which is 0.288, which means that job satisfaction positively mediates the effect of work stress on organizational commitment, so that with the job satisfaction felt by employees, it will be able to reduce the negative impact of work stress on the organization's commitment to Public health center employees in Abiansemal District. The reality or significance of the role of job satisfaction as a mediator of work stress to organizational commitment is indicated by a value of t-statistics = 4.998 > 1.96 in a positive direction with a *p-value* of 0.000 < 0.05, which means that job satisfaction is significantly or visibly able to mediate the influence of work stress on organizational commitment. Furthermore, it was found that the total effect of reducing the negative influence of work stress on organizational commitment after going through job satisfaction was -0.106 with t-statistics = 3.110 > 1.96 in a negative direction with a *p-value* of 0.003 < 0.05.

The factors that affect organizational commitment in this study only consist of three variables, namely work family conflict, work stress and job satisfaction, while there are many other variables that can affect organizational commitment. The scope of this study only examines one sub-district, so it is not able to provide wider benefits than for the Public health center in Abiansemal District itself. Further research should examine a wider scope such as all public health centers at the district level.

CONCLUSION

Based on these results it can be concluded: Work family conflict has a significant negative effect on the organization's commitment to the Public health center in Abiansemal District. This means that if the work family conflict is higher and often felt by employees, then the commitment to the company will be lower; Work stress has a significant negative effect on the organization's commitment to the Public health center in Abiansemal District. This means that if work stress is higher and is often felt by employees, then their commitment to the company will be lower; Work family conflict has a significant negative effect on job satisfaction at the Public health center in Abiansemal District. This means that if the work family conflict is higher and is often felt by employees, then the satisfaction at work will be lower; Work stress has a significant negative effect on job satisfaction at the Public health center in Abiansemal District. This means that if work stress is higher and is often felt by employees, then their satisfaction at work will be lower; Job satisfaction has a significant

positive effect on the organization's commitment to the public health center in Abiansemal District. This means that if employee job satisfaction is higher, then the organizational commitment will also be higher; Job satisfaction is able to positively mediate the influence of work family conflict on organizational commitment. This means that with the job satisfaction felt by employees, it will be able to reduce the negative impact of work family conflict on the organizational commitment to the Public health center staff in Abiansemal District; Job satisfaction is able to positively mediate the influence of work stress on organizational commitment. This means that with the job satisfaction felt by employees, it will be able to reduce the negative impact of work stress on organizational commitment to Public health center employees in Abiansemal District.

Public health center in Abiansemal District should pay attention to the work pressures imposed on employees due to the large number of patient visits. This can be done by increasing the number of employees, so that employees get the right portion of the workload; Public health center in Abiansemal District should pay attention to the physical work; charged to employees so that they do not feel too heavy and reduce their focus on work. This can be done by providing the right position for each employee, so that it is in accordance with their abilities; Public health center in Abiansemal Subdistrict should receive incentives from their employees according to the duties they carry, because currently employees feel that their salaries are still not in accordance with the workload they receive; Public health center in Abiansemal District should increase the affective commitment of its employees. This can be done by adding activities that can strengthen family in the company environment such as touring together, sightseeing together or eating together.

Further research should be complemented by other variables outside the research model, because there are still several other variables that can affect organizational commitment such as leadership, organizational culture and quality of work life.

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