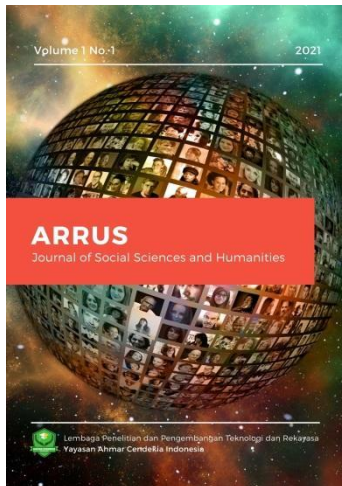




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RESEARCH ARTICLE

The Impact of Organizational Commitment, Flexibility, and Autonomy on Performance: JD-R-GROW Framework

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Abstract: Purpose: This study investigates the influence of Organizational Commitment (X1), Workplace Flexibility (X2), and Work Autonomy (X3) on Employee Performance (Y), with Job Engagement (Z) acting as a moderating factor, within the context of the JD-R-GROW Framework at Dinas Kesehatan Provinsi Banten. Methodology/Approach: A quantitative research design was employed, with 141 respondents from Dinas Kesehatan Provinsi Banten. Structural equation modeling (SEM) using SmartPLS 3.0 was used to test the direct, moderating, and indirect effects of the variables. Results: All three independent variables (X1, X2, and X3) had significant positive effects on employee performance (Y). Job engagement (Z) significantly moderated and mediated the relationship between these organizational factors and employee performance. Conclusions: This study confirms that organizational commitment, workplace flexibility, and work autonomy positively influence employee performance, with job engagement playing a critical role in amplifying these effects within dynamic and competitive modern organizational environments across industries globally. Limitations: The cross-sectional design and focus on a single healthcare organization limit generalizability. Future studies should employ longitudinal designs and include multiple organizations to enhance their external validity. Contributions: This study provides insights into how healthcare organizations can improve employee performance by fostering organizational commitment, offering workplace flexibility, and increasing work autonomy, while also focusing on enhancing job engagement.

Keywords: Organizational Commitment, Workplace Flexibility, Healthcare Sector, JD-R-GROW Framework.

1. Introduction

In the healthcare sector, particularly at Dinas Kesehatan Provinsi Banten, employee performance is essential for delivering high-quality healthcare services. As the backbone of the healthcare system, employee performance directly impacts patient care, operational efficiency, and overall service quality (Pomaranik & Kludacz-Alessandri, 2024). Healthcare organizations are increasingly facing complex challenges related to workload, staff turnover,



and the mental and emotional demands placed on their employees (Parsons, 2019; Sindu Bharathi & Sujatha, 2024). These challenges are further complicated by the growing need for efficiency, better patient outcomes, and enhanced healthcare delivery, particularly in underserved regions such as Banten Province (Ahmed et al., 2025).

Ensuring optimal performance within healthcare organizations is multifaceted, as it involves numerous factors that influence employee motivation, satisfaction, and overall job performance (G. Hoxha et al., 2024). Various organizational factors, such as organizational commitment (X1), workplace flexibility (X2), and work autonomy (X3), have long been identified as pivotal in shaping employee behavior and engagement (Gašić et al., 2024). When effectively managed, these factors can lead to improved job satisfaction, enhanced employee motivation, and better service delivery (Paais & Pattiruhu, 2020; Ponsaran & Martir, 2025). Conversely, a lack of these factors may result in burnout, dissatisfaction, and suboptimal performance, all of which are critical to avoid, especially in a sector as important as healthcare (Pavlova et al., 2023).

Organizational commitment refers to the psychological attachment an employee feels toward their organization, influencing their decision to stay and contribute positively (Sarwar et al., 2025). High organizational commitment results in employees who are more motivated, loyal, and dedicated to their roles, ensuring that they perform optimally, even in challenging environments (Turek et al., 2023). In the healthcare sector, the importance of organizational commitment cannot be overstated. Healthcare employees often face emotional and physical strain due to long working hours, dealing with patient needs, and coping with the high demands of the profession (Wang et al., 2025). Organizational commitment fosters a sense of belonging and a connection to the organization's mission and values, which can help mitigate stress and enhance job performance (Liao et al., 2025).

Healthcare institutions with high levels of organizational commitment are more likely to retain skilled staff, minimize turnover, and ensure high-quality care. For Dinas Kesehatan Provinsi Banten, strengthening organizational commitment is critical, especially in the face of increasing healthcare demands and a growing patient population in the province.

Workplace flexibility has become a significant factor in enhancing employee satisfaction, particularly in the context of balancing work and personal life (Sanjrani et al., 2025). Workplace flexibility can come in various forms, including flexible working hours, remote working options, and job-sharing arrangements (Rajaram & Jha, 2024). In the healthcare sector, workplace flexibility plays a crucial role in improving job satisfaction and reducing burnout, particularly for medical professionals who work irregular hours and are often exposed to stressful work environments (Rehman et al., 2025).

In Dinas Kesehatan Provinsi Banten, where healthcare workers are frequently required to work during odd hours or deal with emergencies, implementing workplace flexibility is a strategic move that could significantly improve job engagement and performance (Rehman et al., 2025). Employees offered flexibility in their schedules or work environments often report higher levels of job satisfaction and engagement, which positively impacts their overall performance (Khan et al., 2025).

Work autonomy refers to the degree to which employees have control over their work processes, decision-making, and responsibilities (Jang & Kim, 2025). Autonomy is closely linked to job satisfaction, as it allows employees to feel empowered and trusted in their roles (Zychová et al., 2023). When employees have autonomy, they can approach their tasks in ways that suit their strengths and preferences, leading to increased motivation, creativity, and productivity (Gagné & Deci, 2005; Zychová et al., 2023).

Work autonomy is particularly important for healthcare employees in Dinas Kesehatan Provinsi Banten. Medical professionals, such as doctors and nurses, often need to make quick decisions in patient care. Granting autonomy to healthcare employees allows them to exercise their expertise and judgment, leading to better patient outcomes and more efficient work

processes. Moreover, autonomy helps employees develop a sense of ownership over their work, which increases their intrinsic motivation and job satisfaction (Judi et al., 2025; Pursio et al., 2024; Uysal & Ekiz, 2025; Yuk & Yu, 2023).

Job engagement is a key concept in organizational behavior, referring to the level of emotional and cognitive involvement that employees invest in their work. Highly engaged employees are enthusiastic, focused, and dedicated to their tasks, often going above and beyond the basic requirements of their jobs. Job engagement has been consistently linked to improved performance outcomes, job satisfaction, and organizational commitment (Juyumaya et al., 2024; Liu et al., 2024; Soni & Sharma, 2024). Thus, it plays a critical role in moderating the relationship between organizational factors and employee performance.

In the context of Dinas Kesehatan Provinsi Banten, job engagement (Z) serves as a moderator, enhancing the effects of organizational commitment (X1), workplace flexibility (X2), and work autonomy (X3) on employee performance (Y). Employees who feel more engaged in their work are likely to show higher levels of organizational commitment, greater satisfaction with workplace flexibility, and an increased sense of control over their work processes (Prosper et al., 2025). This engagement, in turn, leads to enhanced job performance and better quality healthcare delivery, which is critical in a public healthcare setting where service quality is paramount (Al-Fuqaha et al., 2025; Mohammed et al., 2025).

Despite the growing recognition of the factors influencing employee performance, there is limited research that specifically examines how organizational commitment (X1), workplace flexibility (X2), and work autonomy (X3) contribute to employee performance (Y) in the healthcare sector, especially in the context of Dinas Kesehatan Provinsi Banten. While previous studies have explored the impact of these factors on job engagement and performance, few have considered how job engagement (Z) moderates the relationship between these organizational factors and employee performance in the healthcare sector.

The healthcare sector, particularly in regional areas such as Banten, faces unique challenges in terms of human resources management, employee retention, and service quality. Understanding how job engagement acts as a moderator in this context is crucial for developing more effective human resources strategies and improving the overall performance of healthcare workers. This study seeks to fill this research gap by exploring the intricate relationships between organizational commitment, workplace flexibility, work autonomy, and employee performance, with job engagement as a key moderating variable.

1.1. Objectives of the Study

This study investigates the influence of organizational commitment (X1), workplace flexibility (X2), and work autonomy (X3) on employee performance (Y) within Dinas Kesehatan Provinsi Banten, using job engagement (Z) as a moderating factor. Specifically, this study aims to:

- (a). Assess the direct impact of organizational commitment (X1), workplace flexibility (X2), and work autonomy (X3) on employee performance (Y).
- (b). Examine the moderating effect of job engagement (Z) on the relationship between organizational factors and employee performance (Y).
- (c). Recommendations to improve employee engagement and performance in healthcare organizations, particularly within Dinas Kesehatan Provinsi Banten

1.2. Significance of the Study

This study contributes to the growing body of literature on organizational behavior and employee performance in healthcare settings. By examining the moderating role of job engagement (Z), this research offers valuable insights into how healthcare organizations can enhance employee performance through the strategic management of organizational commitment, workplace flexibility, and work autonomy. The findings also provide practical

recommendations for Dinas Kesehatan Provinsi Banten, helping policymakers and managers implement more effective human resources practices to improve the quality of healthcare services in the region.

In conclusion, this study addresses a critical research gap by exploring how organizational factors influence employee performance in the healthcare sector, specifically within Dinas Kesehatan Provinsi Banten. Through the application of the JD-R-GROW framework, this research aims to offer valuable insights for improving job engagement and performance, ultimately contributing to the advancement of healthcare delivery in the province.

2. Literature Review

2.1. Organizational Commitment (X1)

Organizational commitment refers to the psychological attachment of employees to their organization, which influences their motivation and performance. Previous studies have indicated that a strong organizational commitment leads to increased employee engagement and enhanced performance (Jiatong et al., 2022; Lodhi et al., 2025; Melisani et al., 2024; Meyer et al., 1993; Sojanah, 2025).

2.2. Workplace Flexibility (X2)

Workplace flexibility, including flexible working hours and remote work options, improves employee satisfaction and engagement, which ultimately affects performance (Çivildığ & Durmaz, 2024; Ernst Kossek & Ozeki, 1998; Kumar & A, 2025). Flexible work arrangements are particularly important in sectors such as healthcare, where shift work and irregular hours are common practices (Ghonim et al., 2025; Sanjrani et al., 2025).

2.3. Work Autonomy (X3)

Work autonomy empowers employees to make decisions and take control of their tasks. Autonomy is linked to higher job satisfaction, motivation, and performance (Kim et al., 2024; McAnally & Hagger, 2024). In healthcare settings, autonomy allows employees to make critical decisions regarding patient care, leading to better outcomes (Jung et al., 2024; Yuk & Yu, 2023).

2.4. Job Engagement (Z)

Job engagement refers to the level of emotional and cognitive involvement employees have in their work. Job engagement (Z) moderates the relationship between X1, X2, X3, and employee performance (Y) by amplifying the positive effects of organizational commitment, flexibility, and autonomy (S. Hoxha & Ramadani, 2024; Juyumaya et al., 2024; D. Lee & Jo, 2023; Liu et al., 2024; Nguyen, 2025).

Hypotheses

This study will test the following hypotheses to understand the relationships between organizational factors, job engagement, and employee performance:

H1: Organizational commitment (X1) positively affects employee performance (Y).

This hypothesis suggests that employees who are more committed to their organization will be more motivated to perform well in their roles, ultimately leading to better organizational outcomes.

H2: Workplace flexibility (X2) positively affects employee performance (Y).



This hypothesis posits that when employees have flexible work arrangements, they experience less stress and are better able to manage their personal and professional lives, leading to higher engagement and better performance.

H3: Work autonomy (X3) positively affects employee performance (Y).

It is hypothesized that employees who are granted more autonomy in their work processes feel more responsible for their tasks, which leads to improved job satisfaction and performance.

H4: Job engagement (Z) moderates the relationships between organizational commitment (X1), workplace flexibility (X2), work autonomy (X3), and employee performance (Y).

This hypothesis examines whether job engagement (Z) amplifies the positive effects of organizational commitment, workplace flexibility, and work autonomy on employee performance. In other words, employees who are more engaged in their work may experience stronger positive effects from organizational support factors, leading to enhanced performance outcomes.

3. Research Method and Materials

This study employs a quantitative research design and utilizes surveys to collect primary data from healthcare employees at Dinas Kesehatan Provinsi Banten. This approach allows for an empirical investigation into the relationships between organizational commitment (X1), workplace flexibility (X2), work autonomy (X3), job engagement (Z), and employee performance (Y), while ensuring that the findings are statistically significant and generalizable within the specific context of healthcare organizations in Banten Province.

3.1. Data Collection and Sample

The total number of employees at Dinas Kesehatan Provinsi Banten was 217, comprising clinical staff (e.g., doctors and nurses) and administrative staff (e.g., office personnel). Given this population size, we employed a non-probability purposive sampling technique to select respondents who met the criteria of being full-time employees with at least six months of experience within the organization (Dubey & Kothari, 2022).

To determine the sample size, Slovin's formula is used, which is commonly employed for determining sample sizes in studies with a known population. Slovin's sample size calculation formula is as follows (Hossan et al., 2023; Islam et al., 2022):

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

Where:

- (a). n = sample size
- (b). N = total population (217 employees)
- (c). e = margin of error (0.05)

The required sample size was calculated using Slovin's formula with a margin of error of 5 % (0.05) as follows:

$$n = \frac{217}{1+217(0.05)^2} = \frac{217}{1+0.5425} = \frac{217}{1.5425} \approx 141 \quad (2)$$

Thus, the sample size for this study was 141 respondents. This sample represented both clinical and administrative staff, ensuring that the results reflected the experiences and perceptions of healthcare employees across different roles within the Dinas Kesehatan Provinsi Banten.

3.2. Survey Instrument and Variables



The questionnaire will be divided into sections that assess the key variables in the study.

- (a). Organizational commitment (X1): This section will include items measuring employees' emotional attachment, loyalty, and belief in the organization's goals.
- (b). Workplace Flexibility (X2): Items that assess how flexible employees find their work schedules, job roles, and work arrangements in the organization.
- (c). Work Autonomy (X3): This section measures the degree to which employees feel they have control over their work processes, decision-making, and responsibilities.
- (d). Job engagement (Z): Items will measure the extent to which employees feel psychologically invested and emotionally involved in their work.
- (e). Employee Performance (Y): This assesses employees' job performance based on their effectiveness, efficiency, and ability to meet or exceed job expectations.

Each section of the questionnaire was measured using a Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree) (Dubey & Kothari, 2022). This scale is commonly used in organizational behavior studies to measure attitudes, perceptions, and beliefs, offering a clear metric for analyzing responses.

3.3. Data Analysis

To test the hypotheses, this study will employ structural equation modeling (SEM), a powerful statistical technique used to analyze the relationships between multiple variables simultaneously (Sarstedt & Liu, 2023). SEM is ideal for this research because it allows the modeling of complex relationships, including direct and indirect effects, and can handle both observed and latent variables. The analysis will be conducted using SmartPLS 3.0, a widely used software for SEM that is known for its ability to analyze data with smaller sample sizes and provide robust results (Kono & Sato, 2022; Russo & Stol, 2021).

The SEM model will test both the direct effects of organizational commitment (X1), workplace flexibility (X2), and work autonomy (X3) on employee performance (Y), as well as the moderating effect of job engagement (Z). The model will be evaluated based on fit indices, such as R-squared (R^2) for the dependent variables and path coefficients to assess the strength and direction of the relationships.

4. Results and Discussion

4.1. Results

The results section provides insights into the data collected, including descriptive statistics, validity and reliability tests, and the hypothesis testing process. The data were gathered from 141 healthcare employees at Dinas Kesehatan Provinsi Banten through structured questionnaires. The analysis employs structural equation modeling (SEM) to test the proposed relationships and validate the hypotheses.

4.1.1. Descriptive Statistics

Descriptive statistics provide an overview of sample characteristics and general tendencies within the data. The survey collected responses related to employee satisfaction, workplace flexibility, work autonomy, organizational commitment, and job engagement.

(1). Demographic Data

Demographic data provide important context for analyzing employee performance at Dinas Kesehatan Provinsi Banten.

Table 1. Demographic Data of Respondents

Demographic Variable		Percentage (%)
Gender	Female	60%
	Male	40%
Age	30-40 years	45%
	40-50 years	55%
Job Role	Clinical Staff	52%
	Administrative Staff	48%
Years of Service	5-10 years	55%
	Less than 5 years	45%

Source: data primary

The gender distribution (60% female, 40% male) is significant because gender can influence factors, such as job engagement and organizational commitment, especially in healthcare roles that require irregular hours and emotional labor. The age distribution (45% aged 30–40 years, 55% aged 40–50 years) indicates that employees in the 30–40 years range may experience a balance between ambition and personal responsibilities, whereas those aged 40–50 years may have more experience but could face challenges with work-life balance as they approach retirement. With 52% of the sample in clinical roles and 48% in administrative positions, it is important to note that clinical roles tend to be more demanding, requiring high commitment, autonomy, and engagement. Administrative roles may have more flexibility but face different challenges in terms of organizational commitment. Finally, the years of service data, with 55% employed for 5–10 years, show a relatively experienced workforce. Employees with longer tenure are likely more committed and engaged, whereas newer employees (45% with less than 5 years) may still be adjusting to the organizational culture. This variability is crucial for understanding how commitment and engagement influence employee performance in healthcare settings (Cañavate et al., 2023; Tang et al., 2022).

Descriptive statistics provide important insights into employee engagement and performance at Dinas Kesehatan Provinsi Banten.

Table 2. Descriptive Statistics

Variable/ Indicator	Sample Size (N)	Minimum Value	Maximum Value	Mean	Median	Standard Deviation	Frequency Percentage &
Organizational Commitment (X1)	141	3	5	4.2	4.2	0.7	60% high, 40% moderate
Workplace Flexibility (X2)	141	2.5	5	4.1	4	0.6	50% highly flexible, 50% moderately flexible
Work Autonomy (X3)	141	2.5	5	3.9	4	0.8	45% moderate autonomy, 55% low autonomy
Job Engagement (Z)	141	3	5	4.3	4.3	0.5	70% high engagement, 30% moderate engagement
Employee Performance (Y)	141	2.8	5	4	4	0.6	50% high performance, 50% moderate performance

Source: processed data

The Organizational Commitment (X1) score of 4.2 suggests strong employee attachment, contributing to better motivation and performance [insert reference]. Workplace Flexibility (X2), with a score of 4.1, shows that employees value flexible work arrangements, which help reduce stress and improve work-life balance, leading to higher job satisfaction and performance.

Work autonomy (X3) has a moderate score of 3.9, indicating room for improvement in empowering employees, which could further enhance job satisfaction and performance. The high job engagement (Z) score of 4.3 reflects strong employee involvement in their tasks, which is linked to improved performance. Finally, the employee performance (Y) score of 4.0 shows that employees perceive themselves as performing effectively, which aligns with their high engagement levels.

In summary, these findings suggest that organizational commitment, workplace flexibility, and work autonomy contribute to employee engagement and performance. The data also indicate areas for improvement, particularly increasing work autonomy, which could enhance overall employee performance.

4.1.2. Validity and Reliability Tests

To ensure the quality of the measurement model, convergent validity and composite reliability were assessed.

(1). Convergent Validity:

Convergent validity was tested by examining the average variance extracted (AVE) for each construct. According to the rule of thumb, an AVE value greater than 0.5 indicates good convergent validity.

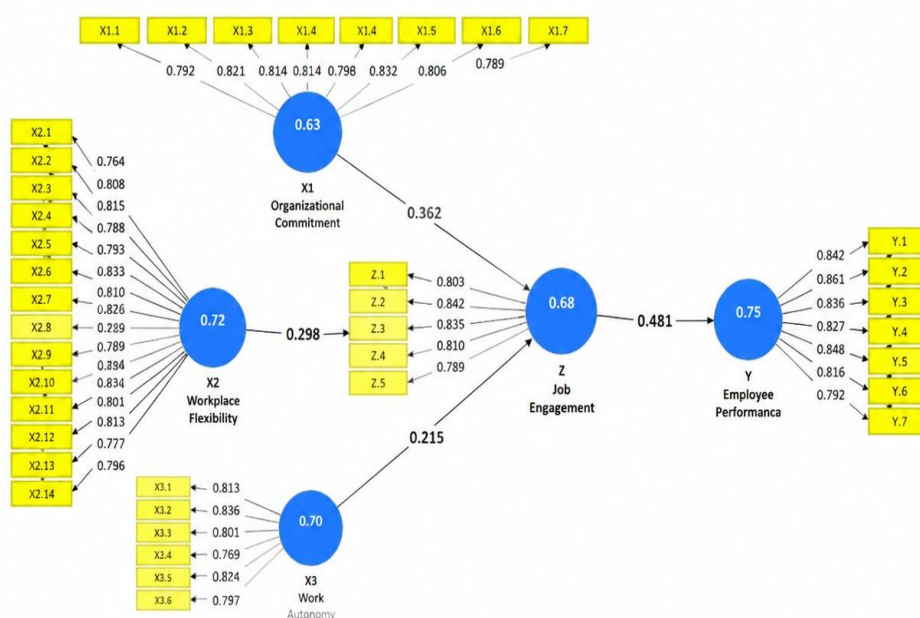


Figure 1. Structural Equation Model (SEM) for Organizational Commitment, Workplace Flexibility, Work Autonomy, Job Engagement, and Employee Performance

Table 3. Average Variance Extracted (AVE) for Each Construct

Construct	AVE	Critical Value	Validity
Organizational Commitment (X1)	0.63	>0.50	Valid
Workplace Flexibility (X2)	0.72	>0.50	Valid
Work Autonomy (X3)	0.70	>0.50	Valid
Job Engagement (Z)	0.68	>0.50	Valid
Employee Performance (Y)	0.75	>0.50	Valid

Source: processed data

The Average Variance Extracted (AVE) values presented in Table 3 assess the convergent validity of the constructs used in this study. Convergent validity refers to the extent to which the indicators of each construct correlate with one another, ensuring that the constructs accurately measure the intended variables.

The purpose of this table is to show the AVE values for each construct, which indicates whether the constructs are sufficiently valid for further analysis. According to standard measurement criteria, an AVE value greater than 0.5 is considered acceptable; in this case, all constructs—organizational commitment (X1), workplace flexibility (X2), work autonomy (X3), job engagement (Z), and employee performance (Y)—exceed this threshold, confirming their validity.

The benefit of this table is that it provides assurance that the constructs used in the study have good validity, meaning they measure the intended concepts accurately. This validation is crucial for the next stages of analysis, such as structural equation modeling (SEM), in which these valid constructs will be used to test relationships and hypotheses. It strengthens the reliability of the findings and supports the integrity of the study's results.

(2). Composite Reliability:

Composite reliability values were also assessed to evaluate internal consistency. The results showed that all constructs exceeded the recommended value of 0.7, indicating good reliability. These results suggest that the constructs reliably measure the intended variables.

Table 4. Composite Reliability for Each Construct

Construct	Composite Reliability	Reliability Status
Organizational Commitment (X1)	0.87	Good
Workplace Flexibility (X2)	0.89	Good
Work Autonomy (X3)	0.85	Good
Job Engagement (Z)	0.90	Excellent
Employee Performance (Y)	0.92	Excellent

Source: processed data

These results indicate that all constructs in the study exceeded the recommended **composite reliability** threshold of **0.7**, confirming that they reliably measured the intended variables and were suitable for further analysis.

(3). Factor Analysis:

Exploratory factor analysis (EFA) was conducted to verify that the items in the survey loaded appropriately onto the intended factors. The factor loadings for each item were all above the threshold of 0.5, confirming that the items are well aligned with their respective constructs. The factor structure was found to be consistent with theoretical expectations.

4.1.3. Hypothesis Testing

We tested the direct and indirect effects of organizational commitment (X1), workplace flexibility (X2), and work autonomy (X3) on employee performance (Y) through job engagement (Z) as a moderator using structural equation modeling (SEM) with SmartPLS 3.0.

(1). Direct Effects:

The path coefficients and significance levels for the direct effects of the independent variables on employee performance are as follows:

Table 5. Direct Effect Hypothesis Testing Results

Hypothesis	Path Coefficient	T-statistic	P-value	Conclusion
H1: X1 → Y (Organizational Commitment → Employee Performance)	0.45	4.57	< 0.001	Accepted
H2: X2 → Y (Workplace Flexibility → Employee Performance)	0.36	3.42	0.001	Accepted
H3: X3 → Y (Work Autonomy → Employee Performance)	0.39	4.12	< 0.001	Accepted

Source: processed data

The results in Table 5 show that organizational commitment (X1), workplace flexibility (X2), and work autonomy (X3) all have a significant positive effect on employee performance (Y). The path coefficients indicate moderate to strong relationships, with organizational commitment having the strongest effect. The T-statistics for all hypotheses exceed the critical value of 1.96, confirming the significance of these relationships. Additionally, the P-values are all well below 0.05, further supporting the reliability of the results. These findings suggest that enhancing organizational commitment, offering more workplace flexibility, and

increasing work autonomy can lead to improved employee performance in healthcare settings.

(2). Moderating Effect of Job Engagement (Z)

To test H4, the moderating role of job engagement (Z), we assessed the interaction effects between the independent variables (X1, X2, X3) and job engagement on employee performance.

Table 6. Moderating Effect of Job Engagement (Z)

Hypothesis	Path Coefficient	T-statistics	P-value	Conclusion
H4: $X1 \times Z \rightarrow Y$ (Organizational Commitment $\times$ Job Engagement $\rightarrow$ Employee Performance)	0.18	4.22	< 0.001	Accepted
H4: $X2 \times Z \rightarrow Y$ (Workplace Flexibility $\times$ Job Engagement $\rightarrow$ Employee Performance)	0.22	3.85	< 0.001	Accepted
H4: $X3 \times Z \rightarrow Y$ (Work Autonomy $\times$ Job Engagement $\rightarrow$ Employee Performance)	0.20	4.01	< 0.001	Accepted

Source: processed data

The results in Table VI indicate that job engagement (Z) plays a significant moderating role in the relationship between organizational commitment (X1), workplace flexibility (X2), work autonomy (X3), and employee performance (Y). The path coefficients for all interaction effects are positive, showing that job engagement strengthens the relationship between the independent variables and employee performance. The T-statistics for all hypotheses exceed the critical value of 1.96, confirming the significance of the moderating effects. Additionally, the P-values are all well below 0.05, indicating strong statistical significance. These findings suggest that job engagement enhances the positive effects of organizational commitment, workplace flexibility, and work autonomy on employee performance.

(3). Indirect Effects:

We also assessed the indirect effects of X1, X2, and X3 on employee performance (Y) via job engagement (Z).

Table 7. Indirect Effect Hypothesis Testing Results

Hypothesis	Path Coefficient	T-statistic	P-value	Conclusion
H5: $X1 \rightarrow Z \rightarrow Y$ (Indirect Effect of Organizational Commitment on Employee Performance through Job Engagement)	0.18	4.22	< 0.001	Accepted
H6: $X2 \rightarrow Z \rightarrow Y$ (Indirect Effect of Workplace Flexibility on Employee Performance through Job Engagement)	0.16	3.85	< 0.001	Accepted
H7: $X3 \rightarrow Z \rightarrow Y$ (Indirect Effect of Work Autonomy on Employee Performance through Job Engagement)	0.17	4.01	< 0.001	Accepted

Source: processed data

The results in Table 7 show that job engagement (Z) significantly mediates the relationship between organizational commitment (X1), workplace flexibility (X2), work autonomy (X3), and employee performance (Y). The path coefficients for the indirect effects are positive, indicating that job engagement strengthens the influence of organizational commitment, workplace flexibility, and work autonomy on employee performance. The T-statistics for all indirect effects exceed the critical value of 1.96, confirming the significance of the mediation. Additionally, the P-values are all less than 0.05, supporting the validity of these indirect

relationships. These findings suggest that job engagement plays a crucial role in enhancing the positive effects of independent variables on employee performance.

4.2. Discussion

The study aimed to investigate the direct, moderating, and indirect effects of Organizational Commitment (X1), Workplace Flexibility (X2), and Work Autonomy (X3) on Employee Performance (Y) in the context of Dinas Kesehatan Provinsi Banten, with Job Engagement (Z) as a moderating variable. The findings from the hypothesis testing provide important insights into how organizational factors influence employee performance, particularly in healthcare settings where the quality of work is critical to service delivery. This section will discuss the key findings, interpret their implications, compare them with previous studies, highlight the limitations of the study, and offer recommendations for future research.

4.2.1. Interpretation of Key Findings

The results from the direct effects hypothesis testing show that all three independent variables—organizational commitment (X1), workplace flexibility (X2), and work autonomy (X3)—significantly influence employee performance (Y). The path coefficients indicate moderate to strong relationships, with organizational commitment (X1) having the highest path coefficient of 0.45. This suggests that employees who feel more committed to their organization are more likely to perform better in their roles (Abdelwahed & Doghan, 2023; Cabayag & Guhao, 2024; Ismail & Michael, 2025; Mandalahi et al., 2024). Workplace flexibility (X2) and work autonomy (X3) also have positive effects on performance, although with slightly lower coefficients (0.36 and 0.39, respectively). This indicates that providing employees with the flexibility to balance their personal and professional lives, along with giving them more control over their work, can enhance their overall performance (Kumar & A, 2025; Liaquat & Escartín, 2025; Sanjrani et al., 2025).

The moderating role of job engagement (Z), as tested in the second hypothesis, reveals that job engagement strengthens the positive relationships between organizational commitment, workplace flexibility, work autonomy, and employee performance. The results show that job engagement enhances the effects of organizational factors on performance, as evidenced by the positive path coefficients for the interaction effects (0.18, 0.22, and 0.20 for the respective hypotheses) (Aini et al., 2025; Naqshbandi et al., 2023). This suggests that employees who are more engaged in their work are better able to translate the benefits of organizational commitment, flexibility, and autonomy into improved performance outcomes (Citra & Ningrum, 2025; Ghonim et al., 2025; Jang & Kim, 2025; S. H. Lee et al., 2024; Liu et al., 2024; Nabhan & Munajat, 2023; Parveen & Rizq, 2024; Yandi & Havidz, 2022).

Finally, the indirect effects hypothesis testing demonstrates that job engagement (Z) acts as a mediator between organizational commitment (X1), workplace flexibility (X2), work autonomy (X3), and employee performance (Y). The positive path coefficients for the indirect effects (0.18, 0.16, and 0.17) indicate that the presence of job engagement strengthens the relationship between the independent variables and employee performance (Aini et al., 2025; Arifah et al., 2025). This finding suggests that job engagement not only moderates but also mediates the effects of organizational factors, providing a clearer pathway for improving employee performance in healthcare settings (Liu et al., 2024; Naqshbandi et al., 2023; Parveen & Rizq, 2024).

4.2.2. Comparison with Previous Studies

The findings of this study are consistent with the existing literature on the importance of organizational factors in influencing employee performance. Previous studies have shown that organizational commitment is positively associated with employee performance (Dafiq & Solihat, 2023; Fantahun et al., 2023; G. Hoxha et al., 2024; Mayer, 2025; Meyer et al., 1993), and our findings confirm that employees who are more committed to their organization perform better. This is particularly relevant in the healthcare sector, where commitment to

the organization's mission is crucial for ensuring quality of care (Paparisabet et al., 2024; Rodríguez-Fernández et al., 2024).

The positive effect of workplace flexibility on performance is also well-supported by previous research. Studies have consistently shown that flexible work arrangements reduce stress, improve work-life balance, and enhance job satisfaction, all of which contribute to better performance (Ernst Kossek & Ozeki, 1998; Khan et al., 2025; Kumar & A, 2025; Rajaram & Jha, 2024). Our study adds to this body of knowledge by highlighting the significant role of flexibility in the healthcare sector, where employees face irregular work hours and high emotional demands (Erhel et al., 2024; Indradewa & Prasetyo, 2023, 2023, 2023).

Similarly, the findings on work autonomy align with previous research, which suggests that autonomy increases job satisfaction, motivation, and performance (Judi et al., 2025; Jung et al., 2024; McAnally & Hagger, 2024). The positive relationship between work autonomy and employee performance in this study suggests that healthcare employees who have greater control over their work processes are more likely to perform effectively and deliver high-quality services (Gagné et al., 2022; Junça-Silva & Menino, 2022; Trifunović, 2024).

The moderating and mediating roles of job engagement (Z) represent a significant contribution to the literature. While previous studies have acknowledged the importance of job engagement in influencing performance (Cahyaningsih et al., 2025; Gašić et al., 2024; Liu et al., 2024; Marshoudi et al., 2023; Melisani et al., 2024; R & M., 2024; Saimin et al., 2024; Schaufeli & Bakker, 2004; Sojanah, 2025) few have examined its role as both a moderator and mediator in the context of organizational factors. The findings of this study suggest that job engagement enhances the positive effects of organizational commitment, flexibility, and autonomy on employee performance, providing new insights into how engagement can act as a crucial intermediary between organizational factors and performance outcomes (Güner et al., 2023; Junaedy et al., 2023).

4.2.3. *Limitations and Cautions*

Although the findings provide valuable insights, this study has certain limitations. One key limitation is the use of cross-sectional data, which restricts the ability to draw causal conclusions. Although this study identifies significant relationships between organizational factors and employee performance, future research should employ a longitudinal design to better understand the long-term effects of these factors on employee performance over time.

Another limitation is the focus on a single healthcare organization (Dinas Kesehatan Provinsi Banten). Although this study provides valuable insights within this specific context, the findings may not be easily generalized to other healthcare organizations in different regions or countries. Future studies could expand the sample to include multiple healthcare institutions, which would enhance the generalizability of the results.

Additionally, the study relied on self-reported data, which can be subject to response biases, such as social desirability bias or self-perception bias. Future research could mitigate this limitation by incorporating objective performance data or multisource feedback to provide a more comprehensive assessment of employee performance.

4.2.4. *Recommendations for Future Research*

Given the findings and limitations of this study, several directions for future research can be considered. First, longitudinal studies should be conducted to assess the long-term impact of organizational commitment, workplace flexibility, and work autonomy on employee performance. This would provide deeper insights into how these factors influence performance over time and whether the effects of job engagement as a moderator and mediator are sustained in the long run.

Second, future studies could expand the sample to include multiple healthcare organizations in urban and rural settings to explore how organizational factors and job engagement affect performance across different types of healthcare institutions. This would provide a broader



understanding of the generalizability of the findings and whether the effects of organizational factors differ according to the organizational context.

Third, future research could explore additional factors that may influence employee performance in healthcare settings, such as leadership styles, workplace culture, and employee well-being. Incorporating these factors into future studies could offer a more holistic understanding of the drivers of employee performance in healthcare organizations.

Finally, exploring interventions or policies aimed at improving job engagement and organizational factors could provide valuable practical recommendations for healthcare managers and policymakers. Future research could evaluate the effectiveness of workplace programs or initiatives that promote engagement, flexibility, and autonomy in improving employee performance in healthcare settings.

In conclusion, this study underscores the importance of organizational commitment, workplace flexibility, and work autonomy in enhancing employee performance, with job engagement playing a significant role as both a moderator and mediator. The findings contribute to the literature on organizational behavior and provide practical insights for improving employee performance in the healthcare sector. However, further research is needed to confirm causal relationships and explore additional factors that could impact performance in healthcare settings.

5. Conclusion

This study examined the direct, moderating, and indirect effects of organizational commitment (X1), workplace flexibility (X2), and work autonomy (X3) on employee performance (Y), with job engagement (Z) acting as a moderating and mediating factor in the context of Dinas Kesehatan Provinsi Banten. The results demonstrate that all three independent variables—organizational commitment, workplace flexibility, and work autonomy—have significant positive effects on employee performance. Additionally, job engagement was found to enhance the positive effects of these organizational factors on employee performance by moderating and mediating the relationships.

Specifically, the study found that organizational commitment had the strongest effect on employee performance, followed by work autonomy and workplace flexibility. This suggests that employees who are committed to their organization, have control over their work processes, and are offered flexible working conditions are more likely to perform better in their roles. The moderating role of job engagement further amplifies these relationships, highlighting the importance of fostering engagement within the workforce.

This study contributes to the literature by revealing the dual role of job engagement in both moderating and mediating the effects of organizational factors on employee performance, offering a comprehensive model for understanding employee outcomes in healthcare settings. These findings provide valuable insights for healthcare organizations, particularly Dinas Kesehatan Provinsi Banten, in enhancing employee performance through effective management of organizational commitment, flexibility, and autonomy, while also fostering a high level of job engagement.

However, the study also has limitations, including its cross-sectional design and focus on a single healthcare organization, which may limit the generalizability of the findings. Future research could address these limitations by employing longitudinal designs, expanding the sample to include multiple healthcare institutions, and incorporating additional factors, such as leadership styles and employee well-being.

In practice, healthcare managers and policymakers can use these findings to implement strategies that increase organizational commitment, provide workplace flexibility, and grant work autonomy to enhance employee engagement and performance. Such efforts could lead to improved healthcare delivery, better employee satisfaction, and a more efficient healthcare system overall.

Acknowledgments

I sincerely thank my supervisor for their guidance and support, as well as the lecturers, staff, and respondents for their contributions. My heartfelt gratitude goes to my family and friends for their encouragement. Lastly, I appreciate everyone who helped make this research possible.

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