

The Effect of Intrinsic Motivation and Work Discipline on Employee Performance with Organisational Commitment as an Intervening Variable (Descriptive Study at Puskesmas Siwalan Pekalongan Regency)

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Abstract

This study aims to analyse the effect of intrinsic motivation and work discipline on employee performance with organisational commitment as an intervening variable at Puskesmas Siwalan, Pekalongan Regency. The research sample consisted of 58 employees, and the data were analysed using the Structural Equation Modeling (SEM) method with the Smart PLS tool. The results showed that intrinsic motivation and work discipline had a positive and significant effect on employee performance. Organisational commitment also proved to be a variable that mediates the relationship significantly. The findings underscore the importance of strengthening intrinsic motivation and work discipline as key factors for improving performance in the healthcare work environment. This study provides practical implications for health centre management to develop performance improvement strategies through strengthening employee motivation and commitment.

Keyword: Intrinsic Motivation; Work Discipline; Organisational Commitment; Performance.

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I. INTRODUCTION

The effect of intrinsic motivation and work discipline on employee performance with organisational commitment as an intervening variable shows relevance, significant, especially in healthcare organisations such as health centres. Studies show that intrinsic motivation, such as feelings of responsibility and work accomplishment, are key drivers for improving individual performance. In addition, work discipline involving adherence to rules and operational procedures supports organisational stability and efficiency. Organisational commitment strengthens this relationship by influencing employees' loyalty and dedication to organisational goals. This approach is widely applied in various healthcare systems in developed and developing countries to create a competent and highly competitive workforce, although challenges such as lack of incentives and structural support remain an obstacle.

This study illustrates the importance of human resources as a key element in the success of healthcare organisations, including health centres. Intrinsic motivation, which includes an internal drive for

achievement, as well as work discipline, which involves adherence to organisational regulations, plays a significant role in determining the level of employee performance. This study was conducted at Puskesmas Siwalan, Pekalongan Regency, to understand how these both factors with employee performance, with mediation commitment organisational commitment, affect employee performance. Similar research by Astuti (2021) and Andini (2020) emphasises the importance of synergy between intrinsic motivation, work discipline, and organisational commitment. organisational commitment in improving work effectiveness in the health sector.

Employee performance in a study entitled "The Effect of Intrinsic Motivation and Work Discipline on Employee Performance with Organisational Commitment as an Intervening Variable" at Puskesmas Siwalan, Pekalongan Regency, is an indicator of individual success in carrying out work duties and responsibilities according to organisational standards. Employee performance is an important element because it reflects the effectiveness of operations and services provided to the community. In her research Astuti, E.

(2021) stated that intrinsic motivation, such as the drive to achieve the best work results, as well as work discipline, in the form of compliance with rules and procedures, are the main driving factors for improving performance. Organisational commitment acts as an intervening variable that strengthens this relationship by creating a sense of collective responsibility and high dedication to health centre goals. Research by Andini R. (2020) shows that employee performance can be significantly improved if organisations are able to manage motivation, discipline and commitment synergistically.

Intrinsic motivation in the study "The Effect of Intrinsic Motivation and Work Discipline on Employee Performance with Organisational Commitment as an Intervening Variable" refers to an individual's internal drive to achieve work goals, such as feelings of pride in achievement, challenges faced, and satisfaction in carrying out tasks. In the context of Siwalan Health Centre, intrinsic motivation has an important role as the main driving factor that increases employee productivity and efficiency. This motivation contributes directly to employee performance and indirectly affects outcomes through organisational commitment. Research by Astuti (2021) entitled "The Effect of Intrinsic Motivation on Employee Performance with Organisational Commitment as an Intervening Variable" highlights this relationship, while Andini (2020) in "Work Discipline as a Key Factor in Improving Employee Performance at Puskesmas" reinforces the importance of synergy between intrinsic motivation and organisational commitment in the context of health services.

Intrinsic motivation has a positive and significant influence on employee performance because it encourages individuals to work energetically without dependence on external incentives. Intrinsically motivated employees tend to feel more satisfied and engaged in their work due to internal drives, such as a sense of responsibility, challenge and achievement. In the context of health services, such as at Puskesmas Siwalan, intrinsic motivation is a key element to ensure that employees can provide quality services despite facing limited resources. Astuti's (2021) research shows that employees with high intrinsic motivation have better work productivity, while Andini (2020) asserts that intrinsic motivation, if synergised with organisational commitment, can increase service effectiveness in the health sector.

Widodo, W. (2015) states that work discipline is a behaviour that shows the obedience and seriousness of individuals in complying with the rules and procedures that apply in the workplace. Work discipline is an important element in this study because it plays a direct role in improving employee performance. Disciplined employees tend to be more productive, effective, and efficient in completing the tasks they are responsible for. According to research by Mashadi Ali

Imron (2022), work discipline has a significant impact on employee performance, especially when supported by good leadership as an intervening variable. Indicators of work discipline, such as punctuality, compliance with regulations, and responsibility, contribute to optimal work outcomes in health service organisations, such as health centres.

Work discipline has a positive and significant influence on employee performance, especially in the context of organisations such as health centres. Employees who demonstrate high work discipline, such as punctuality, adherence to procedures, and responsibility, will be more likely to produce quality and efficient work. Research by Imron (2022) shows that work discipline plays an important role in motivating employees to increase productivity, and their work results will be more optimal if their work discipline is maintained. In addition, research by Widodo (2015) also confirms that good work discipline can improve individual performance in achieving organisational goals. High work discipline enables employees to meet set standards and contribute to better overall performance in healthcare organisations. Thus, work discipline not only has a direct impact on individual performance but also creates a more structured and productive work environment, which ultimately supports the achievement of organisational goals.

The purpose of this study was to analyse the effect of Intrinsic Motivation and Work Discipline on Employee Performance with Organisational Commitment as an Intervening Variable (Descriptive Study at Puskesmas Siwalan Pekalongan Regency).

II. THEORETICAL BASIS

Employee Performance

Employee performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given by the organisation. Employee performance is a concept evaluation of an individual's contribution to the organisation, as measured by the quality and quantity of work produced. This definition includes an employee's ability to complete tasks according to professional standards, meet quantitative targets, and support the achievement of organisational goals. Performance appraisal does not only look at the end result, but also considers the process of carrying out tasks, the competence shown, and the dedication of employees in carrying out their assigned responsibilities.

The performance of Puskesmas employees is assessed by the capacity to provide quality, equitable, and affordable basic health services for the entire community (WHO, 2020). Performance at Puskesmas is an individual contribution in providing quality, effective health services, and according to primary health care standards (Bernardin & Russell, 2013). According to Sedarmayanti (2017) Puskesmas employee performance

is measured by the ability to perform health services, the achievement of health programs, and community satisfaction with the services provided. According to Wirawan (2015) Puskesmas health worker performance is a professional ability to provide comprehensive health services that include promotive, preventive, curative, and rehabilitative. Tatik Herawati (2023) in her research states that employee performance is the result of work achieved by health workers at puskesmas in providing health services in accordance with operational standards and health organisation objectives. The performance of health centre employees is not only measured by the quantity of services provided, but also by the quality, efficiency, and effectiveness of services to the community.

From some of the definitions above, the researcher concludes that employee performance at Puskesmas is a comprehensive measure of the professional ability of health workers in providing excellent service, which is assessed based on the quality of service, quantity of work, achievement of health programs, and direct impact on community welfare, with a main focus on professionalism, technical competence, and community satisfaction as the main indicators of the success of health services at the Puskesmas level.

There are several indicators of employee performance within the scope of Puskesmas according to Danim, (2012), among others:

1. **Quality of Service:** The extent to which the services provided to the public are in accordance with medical standards and professional ethics, and are able to fulfil patient expectations.
2. **Quantity of Service:** the number of patients served in a certain time, which shows the efficiency of employees in providing services.
3. **Community Satisfaction:** The community's evaluation of the services provided by the health centre, which includes satisfaction with service times, staff attitudes, facilities, and treatment outcomes.
4. **Skills and Competence:** The ability of employees to perform their duties in accordance with their expertise and knowledge, and to continuously develop themselves through training and education.
5. **Effectiveness and Efficiency:** The ability of employees to use resources optimally to achieve maximum results.

Intrinsic Motivation

Ryan and Deci (2020), define intrinsic motivation as the drive that comes from within a person to do an activity or job because the activity is inherently enjoyable and satisfying, not because of external consequences such as rewards or punishments. It is the most independent and powerful form of motivation as it comes from the individual's personal desire.

In the context of health centres, there are several definitions of intrinsic motivation, including according to Mangkunegara, (2013) that intrinsic motivation is the internal drive of Puskesmas employees to provide quality health services based on professional vocation and personal satisfaction. Meanwhile, Hasibuan (2023) explains that intrinsic motivation theory focuses on how individuals are motivated by the satisfaction and achievement felt in carrying out tasks. At Puskesmas, employees who feel satisfied with their work tend to provide better services. This is related to the sense of achievement when successfully helping patients and contributing positively to public health. Intrinsic motivation according to Sedarmayanti, (2017) is the internal desire of health workers to contribute maximally in service. society without expecting external rewards. Professional motivation to achieve optimal public health based on the ethical calling of the health profession. (WHO Guidelines, 2020).

From the above definitions of intrinsic motivation in the context of health centres, the researcher concludes that intrinsic motivation in the context of health centres refers to the internal drive that motivates health workers to work with dedication and personal satisfaction with a sense of responsibility, concern for patients, and achievement of health service goals, without external encouragement, such as rewards or recognition.

Intrinsically motivated health centre employees are usually driven by a desire to help the community, provide optimal health services, and meet patient needs without relying on external incentives. Factors such as growth opportunities, recognition of non-material contributions, and a supportive work environment play an important role in enhancing intrinsic motivation. This motivation is an important foundation for ensuring sustainable, professional and community-orientated care.

The indicators of intrinsic motivation at the health centre level according to Fransiska Ibrahim (2017) include several key aspects related to the internal drive of individuals to work, namely:

1. Responsibility:

Employees who are given the freedom to make decisions and work independently show higher levels of intrinsic motivation.

2. Job Satisfaction:

Feeling good about work is one of the drivers of intrinsic motivation. Employees are satisfied when their tasks have meaning and relevance to themselves and the organisation.

3. Appreciation of the Work Itself:

Intrinsic motivation often arises when the work performed provides meaning or a sense of pride for the

individual. This is in line with Herzberg's theory, where the work itself is one of the intrinsic factors that motivate the individual.

4. Personal Development:

Opportunities to learn and develop on the job also boost intrinsic motivation. When employees feel that they can improve their competence through their work, they tend to be more motivated.

Work Discipline

According to Sedarmayanti (2018), work discipline in a health context is the attitude and behaviour of health workers who comply with all applicable regulations and procedures in health facilities. Work discipline includes punctuality, adherence to professional ethics, consistency in carrying out tasks, and full responsibility in providing health services to patients. This discipline is important to ensure effective and efficient services in the health sector. Work discipline in the context of health centres according to Widayanto, B. (2023), is the obedience of health workers, such as doctors, nurses, and administrative staff, in carrying out their duties and responsibilities in accordance with applicable regulations and operational standards. This discipline is very important to maintain the quality of health services to the community and maintain the operational effectiveness of the health centre. Hasibuan (2019) explains that work discipline greatly affects the effectiveness and efficiency of health services, because disciplined health workers can provide optimal service to patients. This discipline involves adherence to time, procedures, and professional ethics. Another opinion is that work discipline is identified as an important indicator to ensure professional and quality services. Discipline includes individual responsibility in managing work time and providing services with the best standards Fransiska Ibrahim (2017).

From several definitions of work discipline within the scope of the puskesmas, the researcher concludes that work discipline is a professional commitment of health workers to comply with established rules, procedures, and service standards, including adherence to working hours, use of attributes as required, implementation of fixed procedures, maintaining professional ethics, taking full responsibility for tasks, and prioritising quality and quality of service to patients, with the aim of improving performance and professionalism in providing optimal health services.

There are several indicators of work discipline in the context of Puskesmas according to Sutrisno (2010), indicators of employee work discipline at Puskesmas include:

1. Adherence to Working Hours: Punctual attendance, not leaving work without permission, fulfilling working hours as required.

2. Task Implementation: completing work according to standards, responsibility for basic tasks, quality and quantity of work.
3. Adherence to Rules: adhering to work procedures, using appropriate attributes, adherence to organisational rules.
4. Work Attitude and Behaviour: Professionalism in service, effective communication with patients, teamwork.
5. Use and Maintenance of Work Facilities: caring for medical equipment, efficient use of facilities, maintaining a clean work environment.

Organisation Comitment

Organisational commitment in the health sector is a professional attitude of health workers that reflects loyalty, involvement, and overall attachment to health institutions, which is shown through psychological dimensions, professional aspects, main characteristics, commitment indicators and shaping factors. (Saputri & Maulana 2023). Meanwhile, organisational commitment in the context of Puskesmas is defined as the level of emotional attachment and dedication of employees to the goals, mission, and values of the Puskesmas. This reflects employee loyalty in providing quality health services and contributing to the achievement of the organisation's vision. (Hidayati & Kurniawan, 2023).

Robbins & Judge (2013) in their book explain that PHC organisational commitment is understood as an attitude that shows employee loyalty and a continuous process of identifying with the values of the Health organisation. According to Siagian (2019) organisational commitment is the level of willingness of an employee to accept the values, goals, and rules of the organisation, as well as the desire to maintain a working relationship in it. In health centres, this refers to the willingness of health workers to remain loyal to the mission of the organisation. puskesmas in serving the community despite facing various challenges, such as limited resources or high workloads.

Organisational commitment is defined as the level of an employee's emotional attachment to the organisation, which is reflected through a desire to remain employed and contribute to the achievement of organisational goals. In the context of puskesmas, organisational commitment means that health workers have a strong emotional attachment to the puskesmas where they work, which supports sustainable and quality health service efforts.

From the above definitions, the researcher concludes that organisational commitment in the context of health centres is the psychological and emotional attachment of employees to health organisations, which includes identification, loyalty, involvement, and the desire to give maximum effort in accordance with the values and goals of the organisation, as well as showing

dedication and loyalty in carrying out health service tasks.

The indicators of organisational commitment in the context of puskesmas can be seen from several dimensions that reflect the extent to which puskesmas staff and management are committed to carrying out their duties and responsibilities in improving the quality of health services. To measure organisational commitment is the theory of organisational commitment from Meyer and Allen (1991) which divides organisational commitment into three main components: affective commitment, continuance commitment, and normative commitment. The following is an explanation of the indicators of organisational commitment within the puskesmas based on these components:

1. Affective Commitment

It refers to an individual's emotional attachment to the organisation. In the context of health centres, indicators of affective commitment can be seen from:

- a. **Job satisfaction:** Health centre staff are satisfied with their work, whether it is related to the work environment, relationships with colleagues, or with superiors.
- b. **Increased motivation:** Staff are energised and highly motivated to perform their health care duties, and feel that they play an important role in improving the health of the community.
- c. **Identification with the health centre:** Staff feel that the success of the health centre is their personal success.

2. Continuance Commitment

Continuance commitment refers to the desire to remain with the organisation due to perceived benefits or obligations. In health centres, this indicator can be seen in:

- a. **Staff retention rate:** Staff who are sustainably committed are more likely to stay at the health centre in the long term.
- b. **Willingness to persist despite challenges:** Despite facing challenges or difficulties at work, staff still try to stay at the health centre because they feel there is a benefit or need to stay.
- c. **Utilisation of internal resources:** Staff use the training and development facilities provided by the health centre to improve their skills, reflecting the intention to persist.

3. Normative Commitment

Normative commitment relates to a sense of obligation to remain with the organisation. Indicators in the context of health centres may include:

- a. **Social responsibility:** Staff feel obliged to provide the best service to the community, both professionally and ethically, as they see their work as part of their social responsibility.

- b. **Feeling attached to the values of the health centre:** Staff feel that the goals and values of the health centre match their personal values, such as providing fair, equitable, and quality health services.
- c. **Support for the vision and mission of the health centre:** Staff demonstrate their commitment by supporting the vision and mission of the health centre in improving community health and well-being.

III. FORMULATION OF HYPOTHESIS

The Effect of Intrinsic Motivation on Employee Performance

Intrinsic motivation and performance have a close and complex relationship in the context of work and productivity. Intrinsic motivation refers to a person's internal drive to perform an activity because the activity itself is interesting, enjoyable, or challenging, not because of external pressure or rewards. Meanwhile, performance is the quality and quantity of work achieved by a person in carrying out their duties in accordance with the responsibilities given.

Health centre employees who have intrinsic motivation tend to be more enthusiastic, take initiative, and are able to complete tasks optimally. This motivation also helps them deal with work challenges such as high workload, limited facilities, or time pressure. Intrinsic motivations, such as a sense of personal satisfaction in performing tasks and interest in work, help health workers achieve better work outcomes. For example, a health worker who has a strong commitment to their mission to help the community will be more enthusiastic in their work, even when faced with difficult situations. In the context of public services such as health centres, strong intrinsic motivation also encourages employees to provide services that are more humane, friendly and professional.

This is in accordance with the results of research conducted by Putri Hidayanti (2022); Ria Alisa Manulang (2022); Marisa Salanova, *et al.*, (2020); Hasibuan, M. (2023): The results show that intrinsic motivation has a positive and significant effect on the performance of health employees.

Based on this description, the hypothesis proposed is:

H1 : Intrinsic motivation has a positive and significant influence on employee performance.

The Effect of Work Discipline on Employee Performance

Work discipline includes the awareness and willingness of individuals to comply with the rules and norms that apply in the organisation. The influence of work discipline on employee performance in the context of health centres is very significant because work discipline reflects individual discipline in carrying out tasks according to applicable rules and standards. When

work discipline is implemented with employees are able to carry out their duties according to predetermined procedures and time, thereby increasing work effectiveness and efficiency.

Good employee performance is also related to the application of modern discipline, where this approach focuses more on establishing a positive work culture rather than corporal punishment. With consistent discipline, employees are more motivated to deliver optimal results, increase productivity and achieve organisational goals. Here are some aspects that explain this influence:

1. Compliance with Operational Procedures:

High work discipline makes health centre employees adhere to standard operating procedures (SOPs) in serving patients. This compliance improves efficiency and quality of service, which directly contributes to organisational performance.

2. Effective Time Management:

Employees with good work discipline tend to arrive on time and complete tasks according to the specified schedule. This supports timely health services, reduces patient complaints, and increases patient satisfaction levels.

3. Minimise Errors and Omissions:

Work discipline helps to reduce the potential for errors or omissions in the performance of duties. In a health centre environment, where decisions and actions can have a direct impact on the health of patients, discipline is critical to maintaining quality and safety of care.

4. Commitment to Duty:

High work discipline reflects employees' commitment to their duties. Disciplined employees tend to take greater responsibility for their work, which results in improved productivity and efficiency of health services.

5. Influence on Organisational Culture:

Work discipline not only affects individuals, but also creates a professional and conducive work culture in the health centre. When the entire team works with discipline, synergy and collaboration increase, thus having a positive impact on the overall performance of the organisation.

This is in accordance with the results of research conducted by Risqi Nurwidya Purnomo (2018): Sutrisno, E. (2014): Hardiansyah (2023): Bogor Regency BAPPENDA Office (2023). The results showed that work discipline has a significant effect on employee performance.

Based on this description, the hypothesis proposed is:

H2 : Work Discipline has a positive and significant influence on Employee Performance

Effect of Intrinsic Motivation on Organisation Commitment

Intrinsic motivation has a significant influence on organisational commitment in the PHC environment. When health workers have a strong internal drive to contribute to public health services, they tend to show higher dedication to the organisation.

High intrinsic motivation encourages health workers to be more emotionally engaged, have a greater sense of responsibility, and feel good about their work without depending on external rewards. This in turn increases loyalty, productivity, and the desire to stay in the organisation, thus positively impacting the quality of health services and the achievement of Puskesmas goals. Intrinsic motivation is an important element in building organisational commitment in PHCs.

This is in accordance with the results of research conducted by Rahma Yuliana, *et al.* (2023): Siti Nurhalimah, *et al.*, (2022): Budi Santoso. (2023): Eka Prasetya. (2022). The results showed that intrinsic motivation has a significant influence on organisational commitment.

Based on this description, the hypothesis proposed is:

H3 : Intrinsic Motivation has a positive and significant influence on Organisational Commitment.

The Effect of Work Discipline on Organisation Commitment

Work discipline has a significant influence on organisational commitment in the Puskesmas environment. Work discipline has a crucial role. In shaping organisational commitment in the Puskesmas environment. When health workers demonstrate high discipline through adherence to procedures, punctuality, and professional responsibility, they indirectly develop a strong emotional bond with the organisation. Consistent work discipline creates a sense of confidence, professionalism, and belonging to the health institution. This encourages health workers to be more engaged, loyal, and committed in achieving the health centre's goals, as well as improving the overall quality of public health services.

This is in accordance with the results of research conducted by Muhammad Ridwan. (2022): Rini Handayani. (2023): Siti Nurhalimah, *et al.*, (2022): Ahmad Rifai, *et al.*, (2022). The results showed that work discipline has a significant influence on organisational commitment.

Based on this description, the hypothesis proposed is:

H4 : Work discipline has a positive and significant influence on Organisational Commitment.

The Effect of Organisation Commitment on Employee Performance

Organisational commitment has a very significant influence on employee performance in the Puskesmas environment. When health workers have high organisational commitment, they tend to show greater dedication, responsibility, and motivation in carrying out health service tasks.

Strong commitment encourages employees to be more emotionally involved with the organisation, so that they do not just carry out routine tasks, but also strive to provide high quality health services. This has a direct impact on increasing productivity, work effectiveness, and achieving the strategic goals of the Puskesmas in providing optimal public health services.

This is in accordance with the results of research conducted by Rina Wahyuni. (2023); Harun Al Rashid. (2022); Siti Nurhalimah. (2023); Muhammad Ridwan. (2022). The results showed that organisational commitment has a significant influence on employee performance.

Based on this description, the hypothesis proposed is: **H5:**Organisational commitment has a positive and significant influence on employee performance.

From the discussion of the description above, the development of an empirical model can be described as shown in Figure 1 as follows:

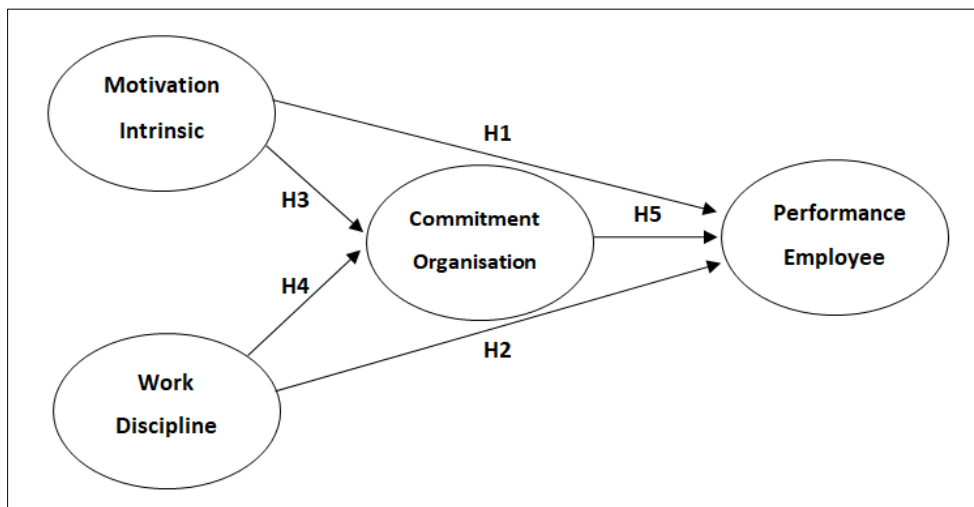


Figure 1: Research Model Development

IV. RESEARCH METHODOLOGY

Research Variables and Measurement

This study used a quantitative approach with a causal design to examine the relationship between intrinsic motivation, work discipline, organisational commitment, and employee performance. Data were collected through questionnaires distributed to all employees of Puskesmas Siwalan, Pekalongan Regency. Each variable was measured using a Likert scale of 1-5, where 1 means "Strongly Disagree" and 5 means "Strongly Agree."

The analysis method used was Structural Equation Modeling (SEM) with Smart PLS software. SEM was chosen because of its ability to test direct and indirect relationships between variables simultaneously, as well as test construct validity and reliability. Smart PLS was chosen for its ability to handle non-normal data and small samples, which is in accordance with the number of respondents in this study (58 employees).

This study also uses a cross-sectional design, where data is collected at one specific point in time. This design provides a direct description of the relationship

between the variables under study without requiring long-term observation. Population, Sample, and Sampling.

The population in this study were all 58 employees of the Siwalan Health Centre, consisting of various types of professions such as doctors, nurses, administrative staff, and other staff. Due to the relatively small population, this study used a saturated sampling technique, in which all members of the population were sampled. This technique was chosen to get a more representative and accurate picture of the relationship between the variables studied.

Data was collected by distributing questionnaires directly to all employees. Each employee was given time to fill out the questionnaire anonymously, with the aim of maintaining honesty in their answers. Before filling out, an explanation was given regarding the purpose of the research and the procedure for filling out the questionnaire.

Although the sample in this study used a saturated sampling technique, this study still has

limitations in terms of generalising the findings to a larger population, given that the sample was limited to only one Puskesmas. However, it is hoped that the data obtained from all employees of the Siwalan Health Centre are representative enough to provide insight into the dynamics of a similar work environment, particularly in a health care institution in the area.

Operation Definition

This study examines the relationship between four main variables, namely Intrinsic Motivation, Work Discipline, Organisational Commitment, and Employee Performance. Each variable will be explained in detail, including operational definitions, indicators, and how to measure variables in this study.

Table 1: Operational Definition of Variables

Variabel	Definisi Operasional	Indikator
Intrinsic Motivation	Intrinsic motivation is defined as the internal drive of employees to work with passion and dedication, which is reflected in the desire to provide the best health services to the community without expecting external rewards	<ul style="list-style-type: none"> • Personal satisfaction in performing tasks • Feelings pride in work achievements • Challenge The faced in work that provides motivation. • Desire for continuous improvement at work
Work Discipline	Work discipline is defined as solemnity employees in compliance with the organisation's rules and procedures, as well as a willingness to work with responsibility, punctuality, and consistency.	<ul style="list-style-type: none"> • Punctuality in carrying out tasks • Adherence to established work procedures and standards • Consistency in completing tasks according to deadlines • Responsibility in carrying out work in accordance with the role
Organisational Commitment	Organisational commitment is defined as the level of employees' attachment to Siwalan Health Centre, which is reflected in their dedication to work for the achievement of organisational goals and high loyalty to the values and mission of the Health Centre.	<ul style="list-style-type: none"> • Satisfaction and emotional attachment to the Organisation. • Desire to continue Working at Siwalan Health Centre (Continuance commitment) • A sense of obligation to make maximum contribution to the organisation (normative commitment) • ersonal identification with the mission and goals of the health centre.
Employee Performance	Employee performance is defined as the level of achievement of employees in carrying out their duties and responsibilities at the health centre, which includes quality, quantity, patient satisfaction, and efficiency at work.	<ul style="list-style-type: none"> • The quality of healthcare services provided. • The number of patients served in a given time • Level of public satisfaction with services • Effectiveness in achieving programme objectives health.

Each variable was measured using a Likert scale-based questionnaire. Intrinsic motivation and work discipline serve as independent variables (X1 and X2), while employee performance is the dependent variable (Y). Organisational commitment acts as an intervening variable (Z) that mediates the relationship between intrinsic motivation and work discipline with employee performance.

Data Analysis Technique

In this study, the main data collection technique used was a questionnaire with a Likert scale to measure the variables studied, namely intrinsic motivation, work discipline, organisational commitment, and employee performance. Data collection was carried out by distributing questionnaires to all employees of Siwalan Health Centre, which provided a complete and representative picture of the existing dynamics. Instrument validity and reliability tests will ensure that the data obtained are accurate and reliable for further analysis using SEM.

To ensure that the instruments used in data collection are valid and reliable, researchers will first conduct validity and reliability tests. The validity test aims to measure the extent to which each item in the questionnaire can measure the intended concept. This validity can be tested using constructive validity, which ensures that each indicator in the questionnaire reflects the variable to be measured. Meanwhile, the reliability test will measure the internal consistency of the instrument using the reliability test. Cronbach's Alpha. A high Cronbach's Alpha value above 0.7 indicates that the questionnaire instrument has good reliability.

V. RESULTS AND DISCUSSION

Research Results

Evaluation of the indicator measurement model in this study includes testing convergent validity and discriminant validity. Convergent validity is evaluated through three main aspects, namely item reliability (indicator validity), composite reliability, and average variance extracted (AVE). This validity aims to ensure that each indicator used is able to accurately represent the

latent variable. The higher the convergent validity value, the better the indicator is in explaining the latent variable being measured.

Convergent Validity

Convergent validity measures the extent to which the indicators used are able to explain the dimensions of the latent variable. There are three main tests in convergent validity, namely item reliability, composite reliability, and average variance extracted (AVE). The results obtained show that the convergent validity value is quite good, which means that the indicators used can explain the latent variables accurately. The following is a more detailed explanation for each aspect:

a. Reliability Item

Item reliability or indicator validity is measured using a loading factor (standardised loading). The loading factor value shows the correlation between the indicator and the construct it measures. Based on the rules suggested by Chin (1998), a loading factor value above 0.7 is considered ideal, while a value between 0.5 to 0.7 is still acceptable if it improves composite reliability.

Indicators with a loading factor value below 0.5 will usually be removed because they are considered invalid. The following are the results of the item reliability value displayed 0,5.

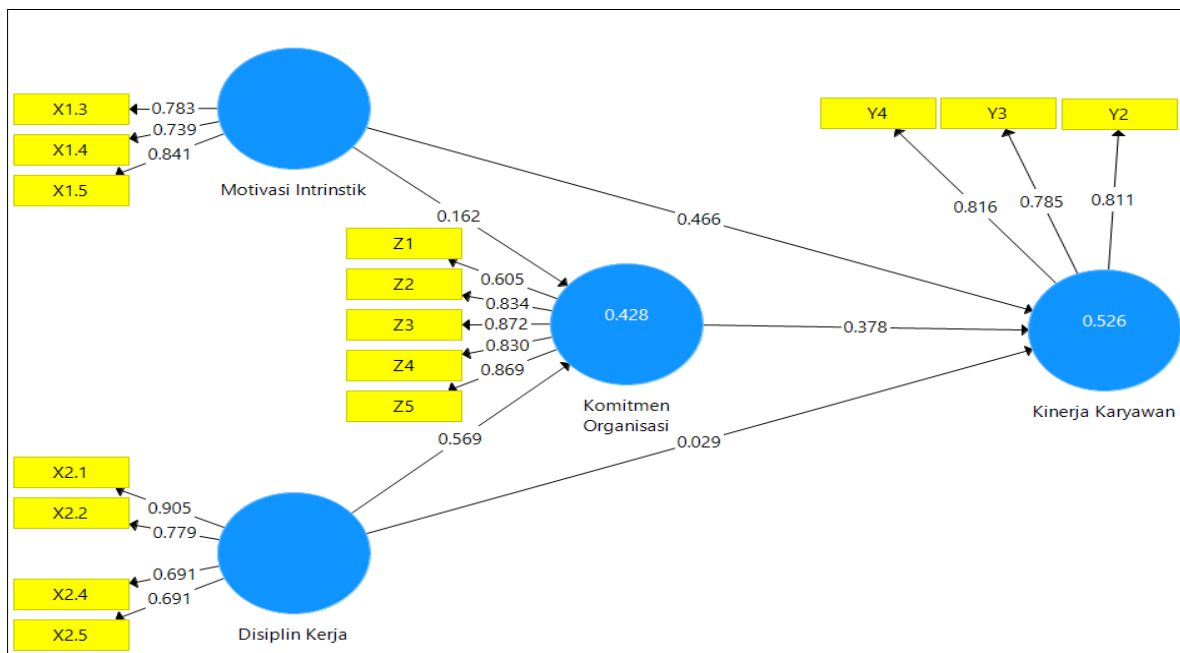


Figure 2: Standardised Loading Factor Inner and Outer Model

In the figure shown, the indicators on the Intrinsic Motivation variable (X1.3, X1.4, X1.5) have loading factor values ranging from 0.739 to 0.841, indicating that these indicators are quite strong in reflecting intrinsic motivation. The Work Discipline indicators (X2.1 to X2.5) have varying loading factor values, with the highest reaching 0.905 in X2.1 and the lowest 0.691 in X2.4, indicating that although there are some indicators that are slightly below the ideal standard, overall they remain valid in measuring work discipline. On the Organisational Commitment variable, indicators Z1 to Z5 have loading factor values between 0.605 to 0.872, indicating a fairly consistent contribution. Meanwhile, for the Employee Performance variable, indicators Y2, Y3, and Y4 show high values, with a range of 0.785 to 0.816, indicating that these indicators are

highly valid in measuring performance. Overall, most of the indicators in this model show adequate loading factor values, confirming the validity of the measurement model.

b. Composite Reliability

Composite reliability measures the overall reliability of the construct. This test is carried out by looking at the Cronbach's Alpha and D.G. rho values (PCA). Cronbach's Alpha measures the lower limit of reliability, while composite reliability measures the actual reliability value. Constructs are considered to have good reliability if the composite reliability and Cronbach's Alpha values are each greater than 0.6. Based on the analysis results, the construct reliability values in this study show that all constructs have high reliability.

Table 2: Composite Reliability

	Cronbach's Alpha
Intrinsic Motivation	0.696
Work Discipline	0.770
Organisational Commitment	0.867
Employee Performance	0.728

Source: SmartPLS Processing Results 2024

Based on the table of Composite Reliability results measured by Cronbach's Alpha, it can be seen that most variables have an adequate level of reliability. The Intrinsic Motivation variable has a Cronbach's Alpha value of 0.696, which is slightly below the general threshold of 0.7. Although the value is close, this indicates that the internal consistency between items in the variable is less than optimal, but still acceptable if supported by strong theory. Meanwhile, the Work Discipline variable obtained a value of 0.770, which indicates good reliability as it is above the minimum standard. Organisational Commitment has a Cronbach's Alpha value of 0.867, which is very high and indicates very strong internal consistency among its measuring items. Finally, the Employee Performance variable

recorded a value of 0.728, which is also above the threshold, indicating that the measurement instruments on this variable are quite reliable. Overall, these results show that most of the measurement instruments in this study have adequate reliability, with Organisational Commitment as the variable with the best consistency.

c. Average Variance Extracted (AVE)

AVE describes the amount of variance that can be explained by items compared to the variance caused by measurement error. Constructs are considered to have good convergent validity if the AVE value is greater than 0.5. Based on the analysis results, the AVE value in this study shows that the latent variable is able to explain more than half of the variance of its indicators.

Table 3: Average Variance Extracted (AVE)

	Cronbach's Alpha
Intrinsic Motivation	0.622
Work Discipline	0.595
Organisational Commitment	0.653
Employee Performance	0.646

Source: SmartPLS Processing Results 2024

Based on Table 3: Average Variance Extracted (AVE) results, all variables show AVE values that are sufficient to demonstrate convergent validity. AVE illustrates how much the latent variable is able to explain the variance of the measured items. For the Intrinsic Motivation variable, the AVE value was recorded at 0.622, indicating that more than 62.2% of the indicator variance was explained by the construct. Work Discipline has an AVE value of 0.595, which is still close to the general threshold of 0.5, so it can be categorised as valid. Organisational Commitment recorded an AVE value of 0.653, which indicates a better level of validity with 65.3% of the variance explained by the construct. Finally, the Employee Performance variable has an AVE value of 0.646, which also indicates that this construct is quite good at explaining the variance of its indicators. Overall, these results indicate that the instruments used

in the study have adequate convergent validity, so the constructs are able to reflect their indicators well.

d. Discriminant Validity

Discriminant validity measures the extent to which each construct is empirically distinct from other constructs. This validity is evaluated through cross loading and comparison between the AVE value and the square of the correlation between constructs. The model is considered to have good discriminant validity if the correlation value of the indicator with its original construct is greater than its correlation with the other constructs. Based on the test results, this model shows good discriminant validity, which means that the indicators in each construct are better able to explain their own variables than other variables.

Table 4: Discriminant Validity

	Intrinsic Motivation	Work Discipline	Organisation Commitment	Employee Performance
X1.3	0.783	0.415	0.235	0.485
X1.4	0.739	0.122	0.281	0.484
X1.5	0.841	0.443	0.414	0.519
X2.1	0.473	0.905	0.618	0.436
X2.2	0.076	0.779	0.580	0.293
X2.4	0.294	0.691	0.365	0.285
X2.5	0.459	0.691	0.345	0.415

	Intrinsic Motivation	Work Discipline	Organisation Commitment	Employee Performance
Y2	0.499	0.405	0.585	0.811
Y3	0.600	0.420	0.371	0.785
Y4	0.400	0.276	0.433	0.816
Z1	0.024	0.300	0.605	0.196
Z2	0.250	0.527	0.834	0.570
Z3	0.444	0.542	0.872	0.486
Z4	0.320	0.500	0.830	0.510
Z5	0.441	0.631	0.869	0.487

Source: SmartPLS Processing Results 2024

Based on Table 4: Discriminant Validity, the correlation value between indicators and latent variables indicates the ability of the construct to distinguish itself from other constructs. Discriminant validity is achieved when the indicator's loading value on its construct is higher than its correlation with other constructs. For example, indicator X1.3 has the highest correlation value with the Intrinsic Motivation variable (0.783) compared to its correlation with other variables such as Work Discipline (0.415), Organisational Commitment (0.235), and Employee Performance (0.485). The same can be seen in the X2.1 indicator, which has the highest correlation with Work Discipline (0.905) compared to other variables.

On the Employee Performance variable, indicators such as Y4 show the highest correlation (0.816) with this construct, confirming discriminant validity. Similarly, indicator Z5 has a higher correlation with Organisational Commitment (0.869) than other

variables. Overall, this table indicates that each construct is able to differentiate itself well from other constructs, so it can be concluded that discriminant validity has been met in this model.

d. Inner Model Analysis

Inner model analysis is carried out to assess the relationship between latent variables in the structural model. R-squared (R^2) is used to measure the proportion of variation in the dependent variable (endogenous) that can be explained by the independent variable (exogenous). According to Juliandi (2018), an R-squared value of 0.75 indicates a substantial model (good), a value of 0.50 indicates a moderate model (medium), and a value of 0.25 indicates a weak model (bad). Based on the results of the analysis using SmartPLS 3, the R-squared value for latent variables shows that this model has [substantial/moderate/weak] predictive power. This can be seen in the following table:

Table 5: Hasil R^2

	R Square	R Square Adjusted
Employee Performance	0.526	0.500
Organisational Commitment	0.428	0.407

Source: SmartPLS Processing Results 2024

Based on Table 5, the R-Square (R^2) value for the Employee Performance variable is 0.526, which means 52.6% of the variation in Employee Performance can be explained by the independent variables in the model. This value indicates that the model has moderate predictive ability, where most changes in Employee Performance are influenced by independent variables such as Intrinsic Motivation, Work Discipline, or Organisational Commitment. Meanwhile, the Adjusted R-Square value of 0.500 shows a result that has been adjusted to consider the number of independent variables in the model, so it decreases slightly but still shows a fairly good predictive power.

For the Organisational Commitment variable, the R-Square was recorded at 0.428, which means that 42.8% of the variation in Organisational Commitment can be explained by the independent variables in the model. The Adjusted R-Square value of 0.407 indicates

an adjustment that reinforces the conclusion that this model also has moderate predictive power. Overall, these results indicate that the independent variables have a significant influence on Organisational Performance. Employees and Organisational Commitment, although there are still other factors outside the model that contribute.

d. Hypothesis Testing

This test is to determine the path coefficient of the structural model. The goal is to test the significance of all relationships or hypothesis testing. Hypothesis testing in this study is divided into direct influence and indirect influence. Based on data processing that has been carried out using the smartPLS 3.0 program, the image of the direct and indirect effect hypothesis test results can be seen in the following path coefficient image:

Table 6: Path Coefficient

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Discipline -> Employee Performanc	0.029	0.114	0.252	0.801
Work Discipline -> Organisation Commitment	0.569	0.109	5.210	0.000
Organisation Commitment -> Employee Performance	0.378	0.112	3.379	0.001
Intrinsic Motivation -> Employee Performance	0.466	0.107	4.362	0.000
Intrinsic Motivation -> Organisation Commitment	0.162	0.127	1.279	0.202

Source: SmartPLS Processing Results 2024

The table shows the results of hypothesis testing by looking at the Path Coefficient value, t-statistic, and p-value. In the relationship between Work Discipline and Employee Performance, the path coefficient value (Original Sample) is 0.029 with a t-statistic of 0.252 and a p-value of 0.801. Since the p-value is greater than 0.05, this effect is not significant. This means that work discipline does not have a significant direct effect on employee performance. The relationship between work discipline and organisational commitment shows a path coefficient of 0.569 with a t-statistic of 5.210 and a p-value of 0.000. With a p-value smaller than 0.05, This relationship is significant, which indicates that work discipline has a positive and significant influence on organisational commitment.

In the relationship between Organisational Commitment and Employee Performance, the path coefficient is 0.378 with a t-statistic of 3.379 and a p-value of 0.001. Because the p-value is smaller than 0.05, this indicates that organisational commitment has a significant effect on employee performance. The

relationship between Intrinsic Motivation and Employee Performance has a path coefficient of 0.466 with a t-statistic of 4.362 and a p-value of 0.000. This indicates a significant and positive influence, as the p-value is far below 0.05. Finally, the relationship between Intrinsic Motivation and Organisational Commitment has a path coefficient of 0.162 with a t-statistic of 1.279 and a p-value of 0.202. Since the p-value is greater than 0.05, this indicates that the effect is not significant.

Overall, these results show that not all the relationship paths between variables have a significant effect, and the direct effect of work discipline on employee performance is not significant, but work discipline and intrinsic motivation have a significant impact on organisational commitment and employee performance.

d. Indirect Testing

The indirect effect between the independent variable and the dependent variable in this study can be stated as follows:

Table 7: Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Discipline -> Organisation Commitment -> Employee Performance	0.215	0.225	0.083	2.588	0.010
Intrinsic Motivation -> Organisation Commitment -> Employee Performance	0.061	0.059	0.051	1.200	0.231

Based on Table 7 Specific Indirect Effects, it can be seen the indirect effect of variables on employee performance through organisational commitment. First, work discipline has a significant indirect effect on employee performance through organisational commitment with a p value of 0.010 (< 0.05). This shows that work discipline is able to increase organisational commitment, which in turn has a positive impact on employee performance. In contrast, intrinsic motivation showed an insignificant indirect effect on employee performance through organisational commitment, with a p value of 0.231 (> 0.05). This indicates that although intrinsic motivation is important, in this context,

increasing intrinsic motivation is not enough to strengthen organisational commitment and significantly influence employee performance.

Thus, organisation commitment is more influenced by work discipline than intrinsic motivation, which has a more tangible impact on employee performance.

DISCUSSION

a. The Effect of Intrinsic Motivation on Employee Performance

The results showed that intrinsic motivation has a significant influence on employee performance, with a path coefficient value of 0.466, t-statistic of 4.362, and p-value of 0.000. This indicates that the higher the intrinsic motivation of employees, the better their performance. Employees who are driven by internal motivations, such as a sense of responsibility, job satisfaction, and personal achievement, tend to show more optimal performance in carrying out their tasks. This finding is in line with motivation theory, which states that intrinsic motivation plays an important role in improving work productivity.

b. The Effect of Work Discipline on Employee Performance

Work discipline does not show a significant effect on employee performance, with a path coefficient of 0.029, t-statistic of 0.252, and p-value of 0.801. These results indicate that work discipline does not directly affect employee performance significantly. This may be due to other factors that are more dominant in determining employee performance, such as organisational commitment or intrinsic motivation. Although work discipline is still important, this result shows that discipline alone is not enough to improve performance without other supporting factors.

c. Effect of Intrinsic Motivation on Organisational Commitment

Intrinsic motivation on organisational commitment did not show a significant effect, with a path coefficient of 0.162, t-statistic of 1.279, and p-value of 0.202. This suggests that employees' intrinsic motivation is not strong enough to increase their commitment to the organisation. It is possible that organisational commitment is more influenced by other factors such as work environment or social support rather than intrinsic motivation alone.

d. The Effect of Work Discipline on Organisational Commitment

Work discipline has a significant influence on organisational commitment, with a path coefficient of 0.569, t-statistic of 5.210, and p-value of 0.000. This means that good work discipline can increase employee commitment to the organisation. Disciplined employees tend to be more attached to organisational values and more committed to achieving organisational goals. This suggests that consistently applied work discipline can create a greater sense of responsibility and attachment to the organisation.

e. Effect of Organisational Commitment on Employee Performance

Organisational commitment has a significant effect on employee performance, with a path coefficient of 0.378, t-statistic of 3.379, and p-value of 0.001. This

shows that employees who have a high commitment to the organisation will show better performance. Employees who feel emotionally and morally bound to the organisation tend to work harder, be more productive, and be more oriented towards achieving organisational goals. This commitment is one of the important factors that drive employee performance improvement.

VI. CONCLUSIONS

Based on the research results, it was found that intrinsic motivation has a significant influence on employee performance. Employees who have intrinsic motivation Highly intrinsic employees tend to be more energised and committed to achieving the best results in their work. However, although work discipline is an important factor, the results show that work discipline does not have a significant direct effect on employee performance. This suggests that work discipline needs to be combined with other factors, such as motivation or a supportive work environment, to optimally improve employee performance. Meanwhile, intrinsic motivation did not show a significant influence on organisational commitment, indicating that external factors, such as organisational culture and management policies, play a greater role in improving employee commitment. In contrast, work discipline was shown to have a significant influence on organisational commitment. Employees who have high work discipline tend to be more committed to the organisation because they feel bound to the rules and values applied. In addition, organisational commitment is proven to have a significant influence on employee performance. Employees who have a high commitment to the organisation work harder and strive to achieve organisational goals, which in turn improves their performance. Therefore, organisations need to focus on increasing intrinsic motivation, implementing a fair discipline system, and creating an environment that supports employee commitment to achieve optimal performance.

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