

The Importance of Job Analysis, Experience, Satisfaction, and Organizational Commitment

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ARTICLE INFO	ABSTRACT
Keywords: Job Analysis, Employee Experience, Job Satisfaction, Organizational Commitment, Employee Performance. Kata Kunci: Analisis Pekerjaan, Pengalaman Karyawan, Kepuasan Kerja, Komitmen Organisasi, Kinerja Karyawan.	This study aims to examine the influence of job analysis and work experience on employee performance, with job satisfaction as a mediating variable and organizational commitment as a moderating variable. A quantitative approach was used with the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method, involving 170 employees from four Community Health Centers (Puskesmas) in Semampir District, Surabaya. Data were collected through a validated questionnaire and analyzed using SmartPLS 3.0. The results showed that job analysis and work experience did not directly affect performance, but significantly influenced job satisfaction. Job satisfaction significantly influenced performance and fully mediated the influence of job analysis and work experience on performance. In addition, organizational commitment significantly moderated the relationship between job satisfaction and performance. These findings confirm the central role of job satisfaction and the importance of organizational commitment in improving employee performance in primary healthcare.
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Copyright © 2025 by Authors, Published by IRJBS. This is an open access article under the CC BY-SA License 	<i>Penelitian ini bertujuan mengkaji pengaruh analisis jabatan dan pengalaman kerja terhadap kinerja pegawai, dengan kepuasan kerja sebagai variabel mediasi dan komitmen organisasional sebagai variabel moderasi. Pendekatan kuantitatif digunakan dengan metode Structural Equation Modeling-Partial Least Squares (SEM-PLS), melibatkan 170 pegawai dari empat Puskesmas di Kecamatan Semampir, Surabaya. Data dikumpulkan melalui kuesioner tervalidasi dan dianalisis menggunakan SmartPLS 3.0. Hasil penelitian menunjukkan bahwa analisis jabatan dan pengalaman kerja tidak berpengaruh langsung terhadap kinerja, namun berpengaruh signifikan terhadap kepuasan kerja. Kepuasan kerja berpengaruh signifikan terhadap kinerja serta sepenuhnya memediasi pengaruh analisis jabatan dan pengalaman kerja terhadap kinerja. Selain itu, komitmen organisasional memoderasi secara signifikan hubungan antara kepuasan kerja dan kinerja. Temuan ini menegaskan peran sentral kepuasan kerja dan pentingnya komitmen organisasional dalam meningkatkan kinerja pegawai di layanan kesehatan primer</i>

INTRODUCTION

Community Health Centers (Puskesmas) in Indonesia serve as the frontline in providing public health services, where employee performance critically determines the quality of services and community welfare. Employees at Indonesian Puskesmas face significant challenges, such as high workloads due to large numbers of patients and limited resources, as well as the emotional pressure of handling complex public health cases in densely populated areas and remote rural areas. These conditions can affect their performance if they are not supported by job satisfaction and strong organizational commitment. Although there is a wealth of literature on human resource management in the private sector, research on human resources in the public health sector is still limited. This study investigates how job analysis and employee experience affect employee performance, analyzing job satisfaction as a mediator and organizational commitment as a moderator in four Puskesmas in Semampir District, Surabaya.

The effectiveness and efficiency of organizational operations, particularly in public service sectors such as community health centers (Puskesmas), are fundamentally determined by employee performance. High employee performance not only contributes to the achievement of organizational goals but also enhances the quality of public services delivered to the community. This study focuses on Puskesmas in Semampir District, Surabaya, which is home to four major health centers—Wonokusumo, Sidotopo, Pegirian, and Sawah Pulo—serving a densely populated urban area. The research aims to identify and analyze the key factors influencing employee performance, addressing gaps in existing literature that has predominantly focused on the private sector.

Key Variables and Theoretical Framework

The primary variables examined in this research include job analysis, employee experience, job satisfaction, and organizational commitment. Job analysis is defined as the systematic process of

identifying and describing the duties, responsibilities, and qualifications required for each position within the organization. Previous studies have consistently demonstrated a positive and significant impact of job analysis on employee performance, as it enables organizations to align employees with roles that match their competencies, thereby enhancing productivity and service quality.

Employee experience, encompassing tenure, skills, and mastery of tasks, is another critical variable. Research indicates that relevant work experience significantly improves job performance, as experienced employees are better equipped to handle tasks efficiently and adapt to organizational demands. However, the literature also reveals mixed findings, with some studies reporting non-significant or negligible effects, highlighting the need for further investigation into contextual factors that may moderate this relationship.

Job satisfaction is conceptualized as an emotional response to one's job roles, work environment, and interpersonal relationships at work. It is a crucial mediator in the relationship between job analysis, employee experience, and performance. Satisfied employees are generally more motivated, engaged, and productive. Organizational commitment, defined as the psychological attachment and loyalty of employees to their organization, is posited as a moderator that can strengthen the positive effects of job satisfaction on performance outcomes.

Empirical Context and Research Gaps

The empirical context for this study is provided by personnel data from the four Puskesmas in Semampir District, which collectively employ 170 staff members. Performance evaluations using instruments such as DP3 (*Daftar Penilaian Pelaksanaan Pekerjaan*) and SKP (*Sasaran Kinerja Pegawai*) indicate that most employees achieve satisfactory or good performance ratings, though a minority are assessed at a moderate level. Notably, recent recruitment has introduced a significant number of new employees, especially

in Wonokusumo and Sawah Pulo, presenting challenges related to adaptation and role clarity. The absence of up-to-date job descriptions and incomplete task specifications for new roles may negatively impact performance, underscoring the importance of comprehensive job analysis.

Review of Prior Studies

Organizational commitment as a moderating variable in the relationship between job satisfaction and employee performance refers to the role of organizational commitment in strengthening or weakening the influence of job satisfaction on performance. In the context of this study, organizational commitment can influence the extent to which job satisfaction translates into better performance. According to social exchange theory, the relationship between employees and organizations is based on the principle of reciprocity. When employees are satisfied with their jobs, for example, because of fair pay or a supportive work environment, they tend to feel obligated to repay the organization with better performance. Organizational commitment strengthens this relationship because employees with high commitment, especially affective commitment, are more motivated to make positive contributions as a form of reciprocity. Conversely, if commitment is low, even if employees are satisfied, they may not be motivated to improve their performance due to a lack of attachment to the organization (Blau, 1964).

Perceived Organizational Support Theory explains that employees who feel supported by the organization, for example, through policies that support welfare or recognition of contributions, tend to have higher organizational commitment. This commitment can strengthen the relationship between job satisfaction and performance because employees who feel supported are more likely to channel their satisfaction into productive work behavior. In this case, organizational commitment acts as a moderator by increasing the positive effect of job satisfaction on performance (Eisenberger et al., 1986). Recent empirical studies such as Eliyana,

A., & Ma'arif, S. (2021) found that organizational commitment moderates the relationship between job satisfaction and performance in hospitals in Indonesia. Employees with high affective commitment show better performance when they are satisfied, consistent with social exchange theory. Saks, A. M. (2022) highlights how organizational commitment, through the lens of social exchange theory, strengthens the effect of job satisfaction on performance by increasing employee engagement. Nguyen, H. M., & Nguyen, C. (2023) assert that perceived organizational support increases organizational commitment, which then strengthens the relationship between job satisfaction and performance, particularly in the public sector such as healthcare.

A comparative review of prior research provides a robust foundation for the current study:

1. Al-Fakeh et al. (2020) found that job satisfaction significantly affects employee performance, with organizational commitment moderating this relationship in Jordanian Islamic banks.
2. Prayogo et al. (2020) demonstrated that job analysis and organizational culture enhance job satisfaction among coffee shop employees in Jakarta.
3. Maisuri and Rusdi (2021) established that both work experience and motivation positively influence employee performance in an agribusiness company.
4. Linggawati et al. (2023) reported that job analysis has a positive but not significant effect on performance among Generation Z employees in the financial services sector.
5. Ginting and Indrawan (2023) confirmed the positive impact of work experience on performance in a government transportation department.
6. Lee and Kim (2023) and Banerjee and Sinha (2024) underscored the importance of employee experience in shaping job satisfaction and organizational commitment across different sectors and countries.
7. Lestari and Asmara (2024) and Billik et al.

(2024) provided evidence for the significant positive impact of job analysis on both job satisfaction and employee performance in public sector organizations.

These studies collectively support the conceptual framework of the current research, which integrates job analysis, employee experience, job satisfaction, and organizational commitment as interrelated determinants of employee performance

Conceptual Model and Hypotheses

Based on the theoretical and empirical review, the study proposes the following hypotheses:

1. H1: Job analysis has a positive and significant effect on employee performance.
2. H2: Employee experience positively and significantly influences employee performance.
3. Job analysis positively and significantly affects job satisfaction.
4. H4: Employee experience positively and significantly affects job satisfaction.
5. H5: Job satisfaction mediates the relationship between job analysis and employee performance.
6. H6: Job satisfaction mediates the relationship between employee experience and employee performance.
7. H7: Job satisfaction positively and significantly affects employee performance.
8. H8: Organizational commitment moderates the relationship between job satisfaction and employee performance, strengthening the positive effect

Indicators and Measurement

Each variable in the study is operationalized with specific indicators:

1. Job Analysis:
Authority, responsibility, working conditions, work facilities, performance standards, education and training, and competencies.
2. Employee Experience:
Physical work environment, organizational culture experience, and technological

experience.

3. Job Satisfaction:
Interest in work, comfortable working conditions, high enthusiasm, and opportunities for advancement.
4. Organizational Commitment:
Affective, continuance, and normative commitment.
5. Employee Performance:
Efficiency, planning, creativity, innovation, quantity, quality, reliability, and timeliness.

Implications and Expected Contributions

The novelty of this research lies in its comprehensive approach, examining the direct and indirect effects of job analysis and employee experience on performance, with job satisfaction as a mediator and organizational commitment as a moderator. The findings are expected to provide practical recommendations for human resource management in Puskesmas, informing the design of training and development programs, strategies to enhance job satisfaction, and initiatives to foster organizational commitment. The study also aims to contribute to the development of local health policies and the broader field of public sector human resource management in Indonesia.

This research addresses a significant gap in the literature by systematically exploring the interplay between job analysis, employee experience, job satisfaction, and organizational commitment in determining employee performance within public health centers. By grounding its analysis in both theoretical perspectives and empirical data, the study seeks to advance understanding of how to optimize human resource practices in public service organizations, ultimately contributing to improved health service delivery and community well-being.

METHODS

The research employs a quantitative survey-based approach to examine the influence of job analysis and employee experience on employee performance, with job satisfaction as a mediating

variable and organizational commitment as a moderating variable. The study is conducted among all employees of public health centers (Puskesmas) in Semampir District, Surabaya, encompassing four health centers, Wonokusumo, Sidotopo, Pegirian, and Sawah Pulo and a total sample of 170 employees, utilizing a total sampling technique.

Variables are operationally defined as follows:

1. Job analysis includes job description, job specification, and required education and competencies.
2. Employee experience is measured through physical work environment, organizational culture, and technological experience.
3. Job satisfaction is assessed using indicators such as interest in work, comfortable working conditions, enthusiasm, and advancement opportunities.
4. Organizational commitment encompasses affective, continuance, and normative dimensions.
5. Employee performance is evaluated based on efficiency, planning, creativity, and innovation.

Data collection is primarily conducted via structured questionnaires using a Likert scale (1–5), ensuring the measurement of attitudes and perceptions relevant to each variable. The study emphasizes the importance of instrument validity and reliability, employing convergent and discriminant validity tests, as well as Cronbach's Alpha and Composite Reliability metrics.

Data analysis utilizes descriptive and inferential statistics, specifically Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. The analysis includes evaluation of the outer model (measurement validity and reliability) and inner model (structural relationships, R-square, effect size, predictive relevance, and goodness of fit). Mediation and moderation effects are tested using path analysis and interaction terms, respectively.

The study formulates and tests hypotheses regarding the direct and indirect effects of job analysis and experience on performance, the mediating role of job satisfaction, and the moderating effect of organizational commitment. The results are expected to provide insights into how these factors interact to influence employee performance in the public health sector.

RESULTS AND DISCUSSION

Validity and Reliability Testing

1. All constructs demonstrated satisfactory convergent validity (outer loading > 0.70; AVE > 0.50) and composite reliability (Cronbach's Alpha and composite reliability > 0.70), confirming the measurement model's adequacy.
2. Discriminant validity was generally achieved, although some slight overlap was observed between employee experience and organizational commitment, and between organizational commitment and job satisfaction, indicating potential construct similarity.

Descriptive Statistics

1. The sample comprised 170 employees, predominantly female (71.76%), with most holding a diploma (40.59%) and aged 31–40 years (38.82%).
2. Most respondents had 1–5 years of work experience, with nurses representing the largest professional group.
3. All key variables— job analysis, employee experience, job satisfaction, organizational commitment, and employee performance — were rated highly by respondents, indicating positive perceptions across the workforce.

Variable Descriptions

1. Job Analysis: Employees perceived clarity in job descriptions, required qualifications, and competencies as high, with the highest ratings for the alignment between education and job requirements.

Table 1. Conversion Interval Value SMEs

Variable: Job Analysis			
Definition	Dimension	Code	Indicator
Methods/procedures and activities carried out to collect and analyze information about jobs, including: job descriptions, job specifications, required education and competencies	Job description	AJ001	I feel clear about the responsibilities assigned to me.
		AJ002	I feel that the tasks assigned to me are appropriate for my position
		AJ003	I feel that the authority granted to me is appropriate for my position
		AJ004	I feel that there is clear coordination in carrying out my work.
	Required education and competencies	AJ005	I have an education that is appropriate for my field of work.
		AJ006	I have training that is appropriate for my field of work.
		AJ007	I have skills that are appropriate for my field of work.
	Job specifications	AJ008	I feel that my position is appropriate for my educational background.
Variable: Employee Experience			
Concept comparable to customer experience, which represents customer experience, and user experience, which refers to user experience, the result of interactions between employees and the organization and encompasses the overall perceptions of members of the organization	Experience of the Physical Environment	PP01	Puskesmas (primary health center) provides me with a room to work in for employees
		PP02	I feel proud when I invite my family to visit my Pukesmas (primary health center)
		PP03	I feel proud when I invite my friends to visit my Puskesmas (primary health center)
		PP04	Puskesmas (primary health center) where I work provides a flexible working environment
	Experience with Organizational Culture	PP05	I feel that I am treated fairly at Puskesmas (primary health center)
		PP06	My Puskesmas (primary health center) supports cultural diversity.
		PP07	My Puskesmas (primary health center) cares about the physical well-being of its employees
		PP08	My Puskesmas (primary health center) cares about the mental well-being of its employees
		PP09	My Puskesmas (primary health center) provides opportunities for employee development
		PP010	My Puskesmas (primary health center) provides resources for employee development.
	Experience with Technology	PP011	The technology system at the Puskesmas (primary health center) is easy to use
		PP012	The technology system at the Puskesmas (primary health center) is useful for me.
		PP013	Puskesmas (primary health center) supports employees in using the technology available at the Puskesmas.
		PP014	The technology at the Puskesmas (primary health center) is continuously improved based on feedback and suggestions from employees.
Variable: Job Satisfaction			
Feelings that support or do not support employees in relation to their work and their personal circumstances	Interest in Work	KK01	I am satisfied with what I am doing at Puskemas (primary health center)
	Comfortable Working Conditions	KK02	I enjoy my current job
	High Enthusiasm	KK03	I feel appreciated for what I am doing.
	Opportunities for Advancement	KK04	I want to continue my current job

Variable: Organizational Commitment			
A strong desire to always be part of a particular organization, a desire to work hard to achieve the organization's goals, and a belief in and awareness of the organization's values and goals	Affective Commitment	KO01	I have an emotional attachment to the health center where I work.
		KO02	The health center is committed to meeting the needs of its employees.
	Continuance Commitment	KO03	My health center offers personalized services to meet the needs of its employees.
		KO04	I want to continue working at this health center even though other opportunities are available to me.
	Normative Commitment	KO05	I would feel guilty if I left my job at this health center.
		KO06	I feel dedicated to my work.
Variable: Employee Performance			
The result of employees capacity to complete their tasks to meet organizational targets	Efficiency of work	KP01	I feel capable of taking responsibility for my work.
		KP02	I feel confident in doing my job.
		KP03	I feel capable of taking responsibility for my work.
		KP04	I do my job in accordance with applicable policies.
		KP05	I do my job in accordance with applicable procedures.
		KP06	I enjoy the professional skills necessary to perform my job efficiently.
		KP07	I enjoy the technical knowledge necessary to perform my job efficiently.
	Planning to work	KP08	I have the ability to provide the best service to patients.
		KP09	I have the ability to perform my work without making mistakes.
		KP010	I am careful in making changes to work methods each period.
	Creative	KP011	I do not want to repeat what others have done in solving work-related problems.
		KP012	I feel bored repeating the same procedures in performing my work.
	Innovation	KP013	I have the ability to quickly propose ideas and solutions when facing work-related problems.

2. Employee Experience: The technological aspect of employee experience received the highest scores, reflecting effective technological support and training.
3. Job Satisfaction: Opportunities for advancement were the most valued aspect, with respondents expressing strong intentions to continue in their current roles.
4. Organizational Commitment: Continuance commitment (the perceived cost of leaving the organization) scored highest, suggesting employees feel invested in their workplace.
5. Employee Performance: Efficiency was the most prominent performance indicator, with high ratings for responsibility and resource utilization.

Structural Model Results

- a. R-square (R^2) : Job satisfaction variability explained by job analysis and employee experience was 56.4%. Employee performance variability explained by all predictors was 68.8%.
- b. Predictive relevance (Q^2) : The model demonstrated strong predictive relevance ($Q^2 = 0.870$).
- c. Goodness of Fit (GoF) : The model fit was high (GoF = 0.691), indicating robust explanatory power.

Structural Model Direct Effects result

1. Job Analysis → Performance: Not significant ($\beta = 0.086$; $p = 0.114$).

2. Experience $\rightarrow$ Performance: Not significant ($\beta = -0.014$; $p = 0.451$).
3. Job Analysis $\rightarrow$ Satisfaction: Significant positive ($\beta = 0.256$; $p = 0.017$).
4. Experience $\rightarrow$ Satisfaction: Significant positive ($\beta = 0.576$; $p < 0.001$).
5. Satisfaction $\rightarrow$ Performance: Significant positive ($\beta = 0.755$; $p < 0.001$).

Direct Effects:

1. Job analysis and employee experience do not have a significant direct effect on employee performance.
2. Both have significant positive effects on job satisfaction.

3. Job satisfaction significantly and positively affects employee performance.

Mediating Effects:

4. Job Analysis $\rightarrow$ Satisfaction $\rightarrow$ Performance: Full mediation (indirect $\beta = 0.194$; $p = 0.017$).
5. Experience $\rightarrow$ Satisfaction $\rightarrow$ Performance: Full mediation (indirect $\beta = 0.435$; $p < 0.001$).

Job satisfaction fully mediates the relationship between job analysis and employee performance, and between employee experience and employee performance. This means the influence of job analysis and employee experience on performance occurs entirely through their impact on job satisfaction.

Table 2. Hypothesis Test Result

Hypothesis	Path	Supported	Significance
H1	Job Analysis $\rightarrow$ Employee Performance	No	Not significant ($p = 0.114$)
H2	Employee Experience $\rightarrow$ Employee Performance	No	Not significant ($p = 0.451$)
H3	Job Analysis $\rightarrow$ Job Satisfaction	Yes	Significant ($p = 0.017$)
H4	Employee Experience $\rightarrow$ Job Satisfaction	Yes	Significant ($p = 0.000$)
H5	Job Analysis $\rightarrow$ Job Satisfaction $\rightarrow$ Employee Performance	Yes	Significant ($p = 0.017$)
H6	Employee Experience $\rightarrow$ Job Satisfaction $\rightarrow$ Employee Performance	Yes	Significant ($p = 0.000$)
H7	Job Satisfaction $\rightarrow$ Employee Performance	Yes	Significant ($p = 0.000$)
H8	Organizational Commitment $\rightarrow$ Job Satisfaction $\rightarrow$ Employee Performance	Yes	Significant ($p = 0.001$)

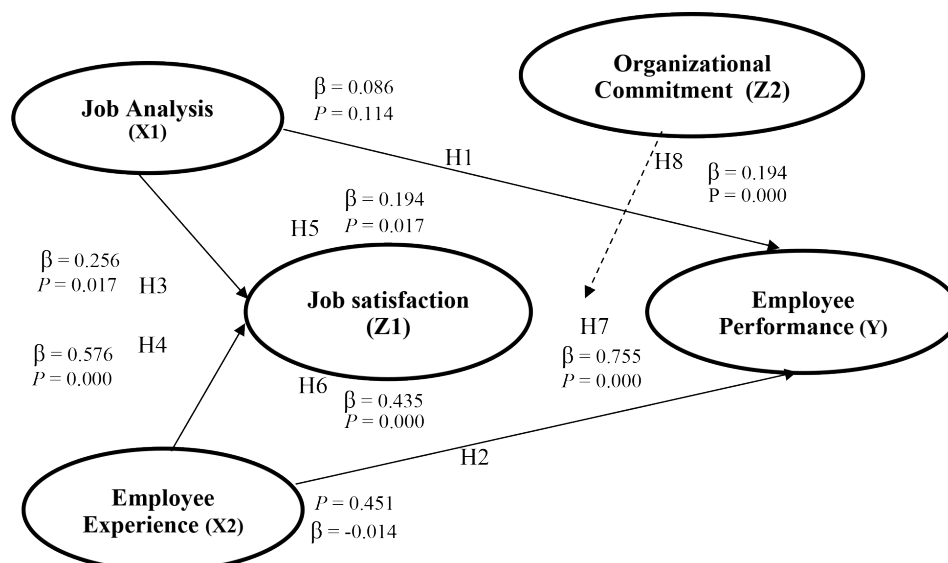


Figure 1. Structural Model Path Diagram in PLS

Moderating Effects:

(Organizational Commitment)

- Commitment $\times$ Satisfaction $\rightarrow$ Performance: Significant pure moderation ($\beta = 0.183$; $p = 0.001$). High commitment strengthens the satisfaction-performance link. Organizational commitment significantly moderates the relationship between job satisfaction and employee performance. The effect of job satisfaction on performance is stronger when organizational commitment is high. However, organizational commitment does not have a significant direct effect on performance.

Discussion

1. The Impact of Job Analysis on Employee Performance

Job analysis is theoretically expected to improve performance through adjustments to competencies and roles. However, this study did not find a significant direct effect on employee performance at the Semampir Community Health Center, in contrast to the findings of Lestari et al. (2024), but in line with Warsiman et al. (2023). This discrepancy is likely due to the dominance of other factors such as interpersonal dynamics, resource availability, or intrinsic motivation, which are more influential in this context.

2. The Impact of Employee Experience on Employee Performance

Although work experience is generally associated with improved performance (Maisuri & Rusdi, 2021; Ginting, 2023), this study did not find a significant direct effect at the study site. These results support the findings of Kitta et al. (2023) and Hartono & Hartati (2024), which show that the effect of experience on performance is contextual, especially when standardized work procedures limit individual contributions.

3. The Impact of Job Analysis on Job Satisfaction

This study found that job analysis has a positive and significant effect on job satisfaction. Role clarity, competency fit, and clear expectations

were found to increase employee satisfaction, supporting the literature that states that a good job structure can create a satisfying work environment.

4. The Impact of Employee Experience on Job Satisfaction

Work experience also has a significant positive impact on satisfaction, as shown by Jin & Lee (2012) and Muntazeri (2018). Experienced employees feel more confident and valued, which leads to increased job satisfaction.

5. Job Satisfaction as a Mediator between Job Analysis and Employee Performance.

Job satisfaction was found to fully mediate the relationship between job analysis and performance. This finding supports the mediation model of Jumianto & Pristiyono (2022), which states that satisfaction is the main mechanism linking job analysis to performance outcomes.

6. The Role of Job Satisfaction as a Mediator Between Employee

Similar to the previous mediation model, this hypothesis tests whether job satisfaction functions as an intermediary through which employee experience influences performance. The study found that job satisfaction fully mediates the relationship between employee experience and performance. Experience increases satisfaction, which in turn leads to better performance outcomes. Work experience, such as length of service or expertise, does not automatically result in better performance without supporting emotional or motivational factors, namely job satisfaction. In addition, intrinsic and extrinsic motivation for experienced workers, such as those with strong technical skills, can decline without job satisfaction (feeling valued, receiving fair pay, or having a supportive work environment).

Job satisfaction increases intrinsic motivation, namely pride in one's work, and extrinsic moti-

vation, namely financial rewards or recognition that encourage optimal performance. Meanwhile, experienced workers who are dissatisfied tend to become less involved in their work.

Low engagement can cause them to perform only the minimum required tasks without utilizing their experience to contribute maximally. Conversely, job satisfaction increases engagement, making workers more willing to use their expertise to produce better performance.

Job satisfaction is a key mediator because it connects experience with performance through motivation, engagement, and the emotional well-being of workers. Experienced workers will not perform better without satisfaction because factors such as fatigue, lack of recognition, or an unsupportive work environment can hinder them. The results of this study emphasize the importance of organizations not only focusing on skill development but also on creating working conditions that make workers feel valued and motivated.

7. The Impact of Job Satisfaction on Employee Performance

This study confirms that job satisfaction has a significant positive influence on performance. Satisfied employees demonstrate higher productivity and commitment, in line with Billik (2023) and Muntazeri (2018), reinforcing the importance of employee well-being in organizational strategy.

8. Organizational Commitment as a Moderator.

Organizational commitment significantly strengthens the relationship between job satisfaction and performance. The positive effect of satisfaction on performance is stronger in employees with high commitment, highlighting the importance of building commitment through leadership, communication, and development opportunities.

Overall, the study demonstrates that job satisfaction is the key pathway through which job analysis and employee experience influence employee performance, and this relationship is further strengthened by high organizational commitment. And the results reveal that while job analysis and experience do not directly drive performance, they enhance performance indirectly by boosting job satisfaction. Moreover, organizational commitment amplifies the positive effect of satisfaction on performance.

MANAGERIAL IMPLICATION

The managerial implications resulting from the study conducted by the Semampir District Health Center highlight the importance of job satisfaction as a catalyst for employee performance. This study shows that job satisfaction acts as a crucial mediating variable between job analysis and employee performance. Job satisfaction can be improved by providing fair and transparent rewards, both financial and non-financial, to recognize the experience and contributions of health workers. Specifically, for example, through performance-based incentives, implementing monthly or annual bonuses for nurses or doctors who achieve certain targets, such as a patient satisfaction rate above 90% based on hospital surveys. Providing non-financial recognition by holding annual award events such as “best healthcare employee” to recognize experienced healthcare workers who show exceptional dedication, such as successfully handling emergency cases.

Another important implication relates to managing employee experience. Findings show that employee experience has a significant impact on job satisfaction, although it does not directly affect performance.

Specifically, for example, providing opportunities for professional development, such as access to training or continuing education, can increase job satisfaction and motivate them to apply their

experience more effectively. Examples include specialization training programs, educational assistance, and regular workshops. This study also highlights the importance of communication and employee involvement in job analysis and program design aimed at improving the employee experience.

Open and effective communication between leaders and healthcare workers can reduce frustration, increase feelings of appreciation, and strengthen organizational commitment, which ultimately improves job satisfaction. Specific suggestions include improving communication channels, such as monthly feedback sessions, anonymous suggestion boxes, and communication training for leaders.

This study also highlights the importance of building strong organizational commitment to increase job satisfaction and encourage healthcare workers to remain dedicated. This can be achieved by creating an inclusive and supportive work culture. Concrete examples include mentoring programs, team-building activities, and involvement in decision-making.

Finally, these findings emphasize the need to tailor managerial strategies to the local organizational context. The absence of a direct relationship between job analysis, employee experience, and performance at the Semampir District Health Center shows that managerial practices cannot be adopted indiscriminately from other organizations without considering the unique characteristics and needs of the local workforce. Tailoring strategies to the specific context of the organization is essential to achieving the desired results.

In summary, the managerial implications of this study advocate a strategic focus on job satisfaction as the primary lever for improving employee performance. By optimizing job analysis, managing employee experience, evaluating HR programs, facilitating communication and engagement,

and adapting strategies to local conditions, management at the Semampir District Health Center can effectively improve both job satisfaction and overall organizational performance.

CONCLUSION

This research, conducted among employees at the Puskesmas in Semampir District, yields several significant findings regarding the relationships between job analysis, employee experience, job satisfaction, organizational commitment, and employee performance. The study reveals that job analysis and employee experience do not directly affect employee performance. Contrary to common assumptions, clarity in job descriptions, specifications, education, and competencies, as well as employee experience, are not primary direct determinants of performance in this context.

However, both job analysis and employee experience significantly and positively influence job satisfaction. Employees who have clear roles and responsibilities, as well as those with greater experience, tend to report higher levels of job satisfaction. This satisfaction, in turn, acts as a key mediator: while job analysis and experience do not directly enhance performance, they contribute to improved performance through increased job satisfaction.

Furthermore, organizational commitment serves as a moderator in the relationship between job satisfaction and employee performance. Higher organizational commitment strengthens the positive effect of job satisfaction on performance. Organizational commitment, comprising affective, continuance, and normative dimensions, does not directly predict performance but exerts its influence through interaction with job satisfaction¹. Thus, the study underscores the central role of job satisfaction and organizational commitment in fostering employee performance within healthcare settings.

The limitation of this study is that the scope of the sample is limited to health workers at the

Community Health Center in Semampir District, so the results cannot be fully generalized to all health contexts. In addition, the variables of the study only examine the relationship between job analysis, experience, job satisfaction, and organizational commitment to performance, without considering other factors such as work stress, organizational culture, or the technology used. Data was only

obtained using questionnaires, which may be limited by respondent bias (e.g., health workers may not be honest about their satisfaction) and a small sample size, which affects the validity of the results. In a temporal context, the data collected reflects conditions during a specific period, so it does not take into account long-term changes

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