

The Effect of Asta Brata Leadership and Organizational Culture on Employee Commitment Through Job Satisfaction at The Pratama Sidhi Sai Clinic Badung Bali

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ABSTRACT

This study aims to analyze the influence of Asta Brata leadership and organizational culture on employee commitment with job satisfaction as a mediating variable at Klinik Pratama Sidhi Sai, Bali. Using a quantitative explanatory design, data were collected through questionnaires administered to all employees and analyzed using Structural Equation Modeling–Partial Least Squares (SEM–PLS). The results show that Asta Brata leadership has a significant positive effect on job satisfaction and employee commitment, while organizational culture significantly affects job satisfaction but does not directly influence commitment. Job satisfaction strongly affects employee commitment and mediates the relationship between leadership and commitment (partial mediation) as well as between organizational culture and commitment (full mediation). The research model explains 87% of the variance in job satisfaction and 93.2% of the variance in employee commitment. These findings emphasize that local wisdom-based leadership and a supportive organizational culture enhance employee commitment primarily through increased job satisfaction, offering strategic implications for strengthening loyalty, satisfaction, and service quality in healthcare institutions.

INTRODUCTION

Employee commitment—defined as an employee's psychological attachment, sense of responsibility, and loyalty to the organization—plays a pivotal role in determining organizational effectiveness, particularly in service-oriented sectors such as healthcare (Shoaib & Pathan, 2023). High levels of commitment are associated with superior service quality, reduced turnover intentions, and stronger alignment with organizational goals (Karida & Dhamanti, 2024). Parallel to this, job satisfaction has consistently been identified as a critical determinant of employee performance and organizational well-being, influencing both individual behavior and overall service quality (Fathoni & Mursyid, 2022; Putri et al., 2022). Although several studies report a positive association between job satisfaction and commitment (Megawati et al., 2022), empirical findings remain varied, indicating the need for deeper investigation.

Leadership constitutes another essential determinant of employee attitudes. **Asta Brata leadership**—rooted in Balinese Hindu philosophy and characterized by eight moral-spiritual virtues such as justice, compassion, wisdom, and decisiveness—has been shown to positively influence job satisfaction and commitment (Aryawan, Agung, Erni Sulindawati, & Werang, 2024; Pynatih et al., 2022). Organizational culture is likewise recognized as a foundational element shaping employee motivation and behaviour (Rustiawan, 2023; Tika Dwi Cahyani & Yayati Wilyadewi, 2024). However, research on the effects of organizational culture is also inconsistent: some studies demonstrate significant relationships with satisfaction and commitment (Alam Rachmadika et al., 2024), whereas others report nonsignificant effects (Akbar & Fitria Hermiati, 2023). These contradictory findings illustrate a **theoretical gap**, suggesting that the interactions among leadership, organizational culture, job satisfaction, and employee commitment warrant further empirical scrutiny.

From an empirical standpoint, despite its cultural and philosophical relevance, **Asta Brata leadership remains underexplored within modern healthcare environments**, where organizational dynamics, workload intensity, and emotional labor differ substantially from public institutions that typically adopt this leadership model. Furthermore, clinics in Bali operate within a unique organizational ecology that integrates medical professionalism, community-based spiritual ethics, and localized cultural values—conditions largely absent in previous studies, thereby reinforcing an important **empirical context gap**.

Practically, the case of Klinik Pratama Sidhi Sai reflects persistent human resource challenges, including a 20% decline in teamwork, misalignment between expected and actual cultural values, dissatisfaction with compensation, limited welfare provisions, and notable turnover within a one-year period. These issues underscore the urgency of identifying leadership and cultural mechanisms that enhance satisfaction and strengthen commitment. Such conditions

constitute a **practical gap** necessitating a focused investigation on how culturally grounded leadership and organizational culture interact to shape employee attitudes in healthcare settings.

By integrating a culturally embedded leadership model into a modern healthcare framework, this research contributes to the advancement of organizational behavior theory while offering actionable insights for improving human resource practices in Indonesian healthcare institutions. Therefore, this study aims to analyze the effect of Asta Brata leadership and organizational culture on employee commitment with job satisfaction as a mediating variable at Klinik Pratama Sidhi Sai.

Attribution Theory, explains how individuals interpret the causes behind behavior, distinguishing between internal factors (such as ability or motivation) and external factors (such as environment or social influence). This theory suggests that people assess whether a person's actions are due to personal disposition or situational pressures. Kelley proposed three determinants—distinctiveness, consensus, and consistency—to evaluate these attributions (Malle, 2022). Within this framework, Asta Brata leadership and organizational culture are considered external factors influencing employee satisfaction and commitment. When leaders demonstrate fairness and wisdom and organizational culture supports positive values, employees tend to attribute their satisfaction and commitment to these external influences, reinforcing positive workplace attitudes (Napitupulu & Saragih, 2021).

Within the framework of Attribution Theory, Asta Brata leadership and organizational culture are categorized as external factors, as both are shaped by the work environment and conditions that influence employee perceptions. Employees interpret leaders' actions—characterized by fairness, wisdom, and protection of subordinates—as well as an organizational culture that promotes positive values, as external causes affecting their work experience. In contrast, internal factors encompass employee motivation, work ethic, and personal attitudes, which stem from individual beliefs, needs, and goals. Attribution Theory posits that employees associate their job satisfaction and commitment not solely with internal factors but also with their evaluation of external factors such as leadership and organizational culture. Accordingly, positive perceptions of the external work environment enhance job satisfaction, which in turn strengthens employee commitment to the organization.

Asta Brata Leadership and Employee Commitment. Asta Brata leadership represents a model of local wisdom emphasizing eight leadership virtues—wisdom, justice, compassion, protection, firmness, courage, inspiration, and integrity. Research shows that this leadership style positively affects employee commitment (Anggoro & Ancok, 2012). Leaders who apply Asta Brata values foster trust, respect, and emotional bonds with subordinates, thereby enhancing affective commitment. Similarly, (Floriana & Rostiana, 2018) found that Asta Brata-based leadership increases employee engagement and emotional attachment, which strengthens their commitment to the organization.

Organizational Culture and Employee Commitment. Organizational culture plays a crucial role in shaping employees' loyalty and emotional attachment to their workplace. A strong

culture, built on shared values and norms, encourages alignment between organizational and personal values (Utuh Ahwat & Dadang, 2022). (Safitri, 2024) discovered that a supportive culture affects commitment both directly and indirectly through job satisfaction, promoting a sense of belonging and encouraging employees to remain dedicated to achieving organizational goals.

Asta Brata Leadership and Job Satisfaction. Asta Brata leadership has also been shown to significantly influence job satisfaction. (Anggria et al., 2024) revealed that leaders who embody Asta Brata principles—such as fairness, motivation, and protection—create a harmonious work atmosphere that enhances emotional and psychological satisfaction. Likewise, (Aryawan, et al, 2024) emphasized that leadership grounded in these values promotes respect, inspiration, and motivation among employees, thereby improving their satisfaction and loyalty to the organization.

Organizational Culture and Job Satisfaction. A positive organizational culture strongly correlates with job satisfaction. (Maulina Ghazaly et al., 2024) found that open communication, teamwork, professionalism, and trust improve employees' satisfaction in healthcare institutions. Similarly, (Irwandi et al., 2025) concluded that fair systems, appreciation, and cooperation enhance morale, belonging, and satisfaction among medical staff. This finding reinforces the importance of culture as a foundation for sustaining satisfaction and performance.

Job Satisfaction and Employee Commitment. Job satisfaction is widely recognized as a key antecedent of employee commitment. (Azizah & Lendrawati, 2022) found that satisfied employees demonstrate stronger affective and normative commitment. Studies by (Fironika & Marginingsih, 2023; Sholikhah & Frianto, 2022) further revealed that both satisfaction and commitment positively influence performance and organizational citizenship behavior. However, (Badaruddin, 2022) noted that the effect may weaken when compensation or reward fairness is inadequate, suggesting that organizational support is crucial for maintaining high commitment levels. The framework that was developed is illustrated in Figure 1.

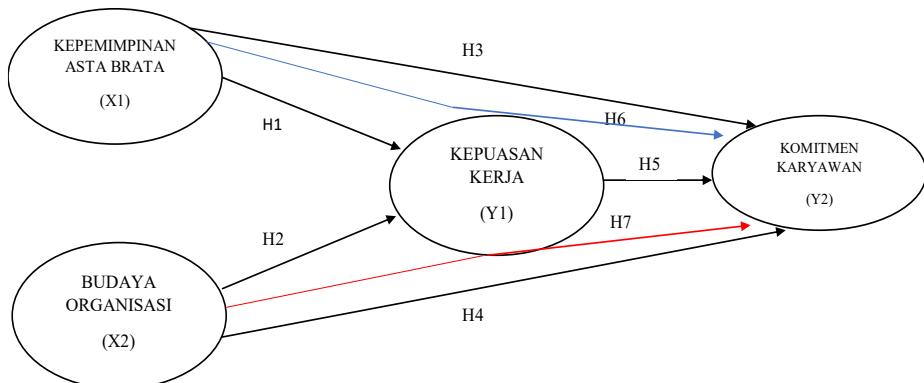


Figure 1 conceptual framework

RESEARCH METHODS

This study employed a quantitative approach with an explanatory research design. This approach was chosen to explain the relationships between the independent variables (Asta Brata leadership and organizational culture), the dependent variable (employee commitment), and the mediating variable (job satisfaction). According to (Sugiyono, 2022), quantitative research is based on the positivist paradigm and is used to examine specific populations or samples. Data collection was carried out using research instruments, and the obtained data were analyzed statistically to test the formulated hypotheses. Questionnaires were distributed to employees of Klinik Pratama Sidhi Sai as the primary data collection method.

This study employed a saturated sampling (census) technique, including the entire population of 32 employees of Klinik Pratama Sidhi Sai, Bali, who had worked for more than one year, ensuring full representation of the population (Sugiyono, 2022). Data were collected in October 2025 through a combination of documentation, interviews, and hardcopy questionnaires. Documentation provided objective information such as employee numbers and performance records, while interviews with HRD and employees captured qualitative insights on Asta Brata leadership and organizational culture. The questionnaires, distributed to all 32 employees and fully returned, measured perceptions of leadership, organizational culture, job satisfaction, and employee commitment. By integrating these data collection methods with clearly defined respondent criteria, the study ensured both the reliability and validity of the findings.

The questionnaire used a Likert scale to measure respondents' perceptions, with answer categories and corresponding scores as follows: Strongly Agree = 5, Agree = 4, Neutral/Uncertain = 3, Disagree = 2, and Strongly Disagree = 1.

Data analysis was conducted using the Structural Equation Modeling (SEM) method with a Partial Least Squares (PLS) approach through SmartPLS software. PLS was selected because it can estimate complex structural models even with relatively small sample sizes and nonnormally distributed data. Furthermore, PLS is suitable for testing causal relationships among latent constructs in this research model.

Table 1 Operational definition

Variable	Indicator	Statement Item
Employee Commitment	Affective Commitment	I feel proud to be a part of this organization.
	Continuance Commitment	I remain in this organization because it is difficult to find another job.
	Normative Commitment	I feel a moral responsibility to continue contributing to this organization.
Job Satisfaction (Y1)	Fair Compensation	I am satisfied with the salary I receive.
	Job Challenge	My job provides challenges that encourage me to grow.
	Supportive Coworkers	My colleagues are always willing to help me when I need it.

Asta Brata Leadership	Promotion Opportunity	I have the opportunity to get a promotion in this workplace.
	Yama Brata (Earth)	The leader enforces discipline fairly and firmly.
	Surya Brata (Sun)	The leader sets an example through behavior and actions.
	Candra Brata (Moon)	The leader is gentle and caring toward subordinates.
	Indra Brata (Star)	The leader is sensitive to the environment and subordinates' conditions.
	Baruna Brata (Ocean)	The leader can control emotions and act wisely.
	Bayu Brata (Wind)	The leader inspires and motivates employees.
	Agni Brata (Fire)	The leader is courageous in making decisions for the common good.
	Kuwera Brata (Sky)	The leader pays attention to the welfare of subordinates.
	Innovation and Risk Taking	The organization encourages me to try new things.
Organizational Culture	Attention to Detail	The organization highly values accuracy in work.
	Result Orientation	The organization focuses on achieving work targets.
	Individual Orientation	The organization cares about employees' welfare and needs.
	Team Orientation	The organization encourages teamwork.
	Aggressiveness	The organization is competitive in achieving goals.
	Stability	The organization maintains a stable and consistent work system.

Source: (Munsir et al., 2024), (Pawerangi et al., 2023), (Aryawan, 2023), (Gusmery & Susanti, 2023)

RESULTS & DISCUSSION

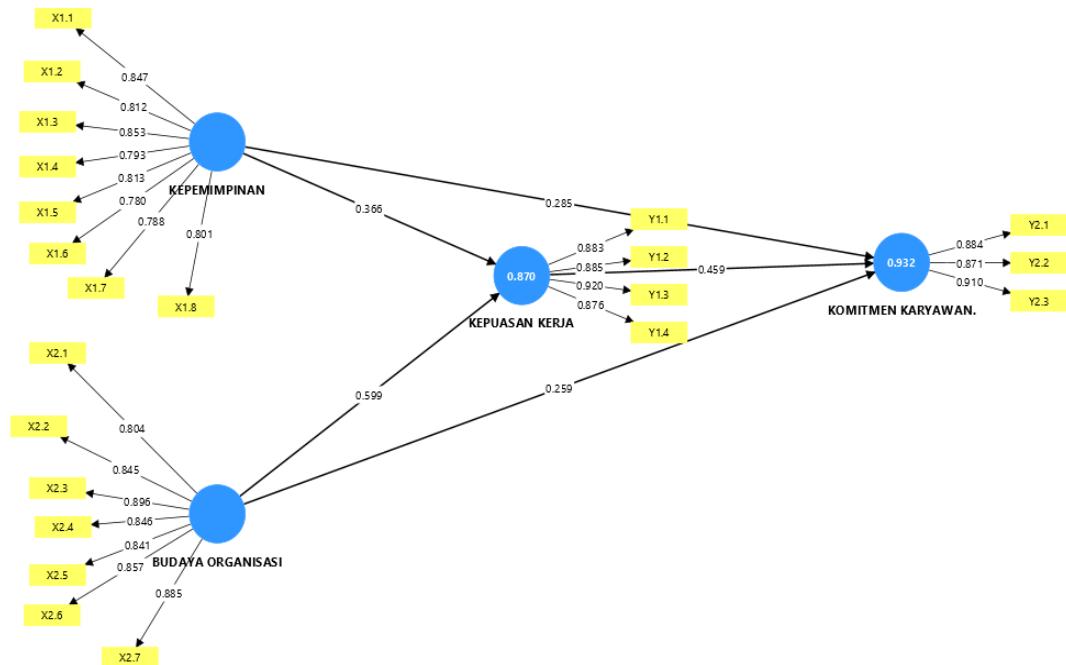
This study utilized primary data collected directly from respondents through the distribution of questionnaires to all employees of Klinik Pratama Sidhi Sai. The data included respondent characteristics such as age, gender, and years of service. This information plays an important role in providing a comprehensive overview of the employees' profiles as research subjects, while also helping to analyze the extent to which demographic differences influence perceptions, job satisfaction, and employee commitment to the organization. Therefore, the use of primary data not only serves as the basis for statistical analysis but also strengthens the relevance of the research findings to the real conditions within the working environment of Klinik Pratama Sidhi Sai. The characteristics of the respondents are presented in the following Table 2.

Table 2 Respondent Profile

Category	Subcategory	Frequency (n)	Percentage (%)
Age	21–25 years	3	9.7
	26–30 years	13	41.9
	31–35 years	11	35.5
	36–40 years	1	3.2
	41–50 years	0	0
	51–60 years	4	12.9
Gender	Female	23	71.9
	Male	9	28.1
Years of Service	≤ 2 years	12	37.5
	3–5 years	8	25.0
	≥ 6 years	12	37.5

Source: Processed Primary Data, 2025

The table above presents the demographic characteristics of respondents at Klinik Pratama Sidhi Sai. Most employees are in the 26–35 age group (77.4%), indicating that the workforce is largely within the productive age range. In terms of gender, female employees dominate (71.9%), which is common in healthcare settings due to the nature of care-oriented work. Regarding years of service, the data show a balanced distribution between employees with less than or equal to 2 years and those with more than 6 years of experience (both 37.5%), suggesting a mix of new and experienced staff that supports both innovation and operational stability.

**Figure 2 Outer Model**

Source: Processed Primary Data, 2025

In the SEM-PLS (Structural Equation Modeling–Partial Least Squares) analysis, the outer model explains the relationship between latent variables and their indicators. It evaluates how well the indicators represent each construct. In this study, only three key components of the

outer model are presented: Average Variance Extracted (AVE), cross-loading, and reliability tests. AVE is used to assess convergent validity, ensuring that indicators within the same construct are strongly correlated. Cross-loading is applied to evaluate discriminant validity, confirming that each construct is distinct from others. Reliability is measured using Cronbach's Alpha and Composite Reliability (CR) to test the internal consistency of the indicators. The outer model is illustrated in Figure 2.

Table 3 Average Variance Extracted

Variable	Average Variance Extracted (AVE)
Employee Commitment (Y2)	0.790
Job Satisfaction (Y1)	0.794
Asta Brata Leadership (X1)	0.658
Organizational Culture (X2)	0.729

Source: Processed Primary Data, 2025

Based on the **Average Variance Extracted (AVE)** results in the Table 3 above, all variables show AVE values greater than the minimum threshold of 0.50 as recommended by Hair et al. (2022). This indicates that each construct has a strong ability to explain the variance of its indicators. Therefore, all four variables meet the criteria for convergent validity, meaning that the indicators within each construct are highly correlated and consistently represent the measured concept. This confirms that the measurement model demonstrates good reliability in explaining the latent variables.

Table 4 Cross Loading

Indicator	Employee Commitment (Y2)	Job Satisfaction (Y1)	Asta Brata Leadership (X1)	Organizational Culture (X2)
Affective Commitment	0.884	0.789	0.797	0.793
Continuance Commitment	0.871	0.878	0.780	0.809
Normative Commitment	0.910	0.852	0.850	0.856
Fair Compensation	0.868	0.883	0.789	0.833
Job Challenge	0.822	0.885	0.812	0.833
Supportive Coworkers	0.880	0.920	0.810	0.822
Promotion Opportunity	0.799	0.876	0.726	0.767
Yama Brata (Earth)	0.786	0.658	0.847	0.673
Surya Brata (Sun)	0.701	0.725	0.812	0.606

Candra Brata (Moon)	0.747	0.755	0.853	0.645
Indra Brata (Star)	0.824	0.776	0.793	0.733
Baruna Brata (Ocean)	0.764	0.753	0.813	0.816
Bayu Brata (Wind)	0.654	0.691	0.780	0.703
Agni Brata (Fire)	0.664	0.590	0.788	0.614
Kuwera Brata (Sky)	0.746	0.741	0.801	0.764
Innovation and Risk Taking	0.706	0.704	0.678	0.804
Attention to Detail	0.759	0.786	0.700	0.845
Result Orientation	0.804	0.799	0.711	0.896
Individual Orientation	0.834	0.752	0.740	0.846
Team Orientation	0.668	0.697	0.572	0.841
Aggressiveness	0.776	0.776	0.796	0.857
Stability	0.927	0.915	0.892	0.885

Source: Processed Primary Data, 2025

Based on the cross-loading analysis results shown in Table 4, all indicators for each research variable have higher correlation values with their respective constructs compared to correlations with other constructs. All loading factor values exceed 0.60, which meets the minimum threshold recommended by (Hair et al, 2022) to indicate adequate validity.

This finding suggests that each indicator effectively reflects the latent variable it measures. Therefore, the measurement model satisfies the discriminant validity criteria, meaning each construct can be empirically distinguished and uniquely explains the phenomenon being measured. In other words, the indicators used in this study specifically measure their intended constructs without overlapping meanings with other constructs, confirming that the model demonstrates strong discriminant validity.

Table 5 Reliability Test

No	Variable	Cronbach's Alpha	Standard Cronbach's Alpha	Description
1	Organizational Culture	0.938	0.70	Reliable
2	Asta Brata Leadership	0.926	0.70	Reliable
3	Job Satisfaction	0.913	0.70	Reliable
4	Employee Commitment	0.867	0.70	Reliable

Source: Processed Primary Data, 2025

Based on the reliability test results presented in Table 5, all research variables Organizational Culture (X2), Asta Brata Leadership (X1), Job Satisfaction (Y1), and Employee Commitment (Y2) have Cronbach's Alpha values greater than 0.70. This indicates that all variables meet the

reliability standard recommended by (Hair et al, 2022).

Thus, the instruments used in this study are considered reliable, as they are capable of producing consistent, stable, and trustworthy results in measuring each construct. This also signifies that the questionnaire items have a high level of internal consistency in representing their respective research variables.

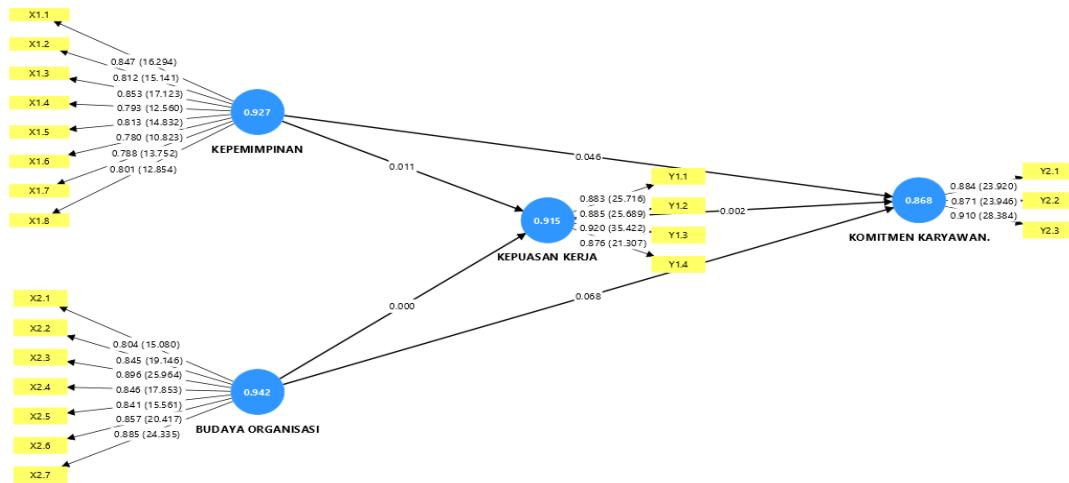


Figure 3 Inner Model

Source: Processed Primary Data, 2025

In SEM-PLS (Structural Equation Modeling–Partial Least Squares) analysis, the inner model explains the relationships between latent variables (constructs) and is used to test the research hypotheses. After confirming that the outer model is valid and reliable, the inner model evaluates the direction, strength, and significance of the effects among the constructs. In this study, two key components of the inner model are presented: R-Square (R^2) and path coefficients. R^2 indicates how much of the variance in the dependent variable is explained by the independent variables. A higher R^2 shows that the model can explain the dependent variable well. Path coefficients measure the strength and direction of the relationship between constructs, and their significance is tested using bootstrapping. The inner model is illustrated in Figure 3.

Table 6 R Square

Variable	R-Square
Employee Commitment	0.932
Job Satisfaction	0.870

Source: Processed Primary Data, 2025

Based on the R-Square (R) analysis, the Job Satisfaction variable (Y1) obtained a value of 0.870, while the Employee Commitment variable (Y2) reached 0.932. According to (Hair et al, 2022), the R^2 value represents the proportion of variance in the dependent variable that can be

explained by the independent variables in the model. This means that 87% of job satisfaction can be explained by Asta Brata Leadership and Organizational Culture, with the remaining 13% influenced by other factors outside the model. Meanwhile, 93.2% of employee commitment can be explained by Asta Brata Leadership, Organizational Culture, and Job Satisfaction, indicating that the model has a strong explanatory power.

Table 7 Result Path Coefficient

Hypothesis	Path Coefficient (O)	t-Statistic	p-Value	Result
Asta Brata Leadership → Job Satisfaction	0.366	2.558	0.011	Accepted
Organizational Culture → Job Satisfaction	0.599	4.078	0.000	Accepted
Asta Brata Leadership → Employee Commitment	0.285	1.994	0.046	Accepted
Organizational Culture → Employee Commitment	0.259	1.825	0.068	Rejected
Job Satisfaction → Employee Commitment	0.459	3.172	0.002	Accepted
Asta Brata Leadership → Job Satisfaction → Employee Commitment	0.168	2.511	0.012	Accepted
Organizational Culture → Job Satisfaction → Employee Commitment	0.275	2.183	0.029	Accepted

Source: Processed Primary Data, 2025

RESULTS & DISCUSSION

The Influence of Asta Brata Leadership on Job Satisfaction, the path coefficient (0.366), t-statistic (2.558), and p-value (0.011) indicate a positive and significant effect. This means that leaders who practice Asta Brata values such as wisdom, fairness, and compassion can foster a sense of respect and psychological comfort among employees. Consequently, employees feel more satisfied with their work, and H1 is accepted. Asta Brata leadership is proven to enhance job satisfaction. Values such as wisdom, fairness, firmness, and compassion practiced by leaders make employees feel emotionally secure and appreciated as individuals. Leader support, attention to employees' needs, and a warm work atmosphere become the main sources of their satisfaction. Qualitative findings further reinforce that leaders' attentiveness and closeness make employees feel comfortable staying even when their income is not yet ideal.

This study aligns with (Aryawan, et al 2024) but offers additional contributions. The study shows that Asta Brata is not only relevant in large organizations or government institutions (as commonly studied previously), but also effective in small service-based organizations with intense social interaction. In addition, the study contributes new evidence that Asta Brata leadership can compensate for financial limitations by enhancing job satisfaction through emotional support. The study expands the literature on local leadership as a significant predictor of job satisfaction in the healthcare service sector. Strengthening Asta Brata values in leadership practice is crucial for maintaining employee comfort and loyalty.

The Influence of Organizational Culture on Job Satisfaction, with a path coefficient of 0.599, t-statistic of 4.078, and p-value of 0.000, organizational culture has a significant positive

effect on job satisfaction. A supportive culture that values teamwork, innovation, and mutual respect create a positive work atmosphere that enhances satisfaction. Therefore, H2 is accepted. A supportive and humanistic organizational culture is proven to improve job satisfaction. A work environment characterized by empathy, open communication, and togetherness makes employees feel cared for and valued. They experience positive interpersonal bonds, which greatly contribute to their job satisfaction.

This finding supports the work of (Maulina Ghazaly et al., 2024). This study emphasizes that in small organizations, strong organizational culture is not primarily shaped by formal values but by daily emotional expressions such as mutual care, mutual assistance, and the leader's emotional presence. This broadens the understanding that effective culture in small-scale organizations is relational rather than structural. The study introduces a new perspective that humanistic culture is a powerful determinant of job satisfaction in organizations whose performance relies on social relations. Strengthening empathy, teamwork, and a stable work system is essential for sustaining job satisfaction.

The Influence of Asta Brata Leadership on Employee Commitment, the result ($\beta = 0.285$; $t = 1.994$; $p = 0.046$) confirms a significant positive relationship between leadership and commitment. Leaders who demonstrate Asta Brata attributes such as moral integrity, responsibility, and empathy inspire employees to remain loyal and emotionally connected to the organization. Thus, H3 is accepted. Asta Brata leadership also enhances employee commitment. Leaders' compassion, moral integrity, and protective, supportive behavior make employees feel emotionally attached. They see the leader as a wise and fair figure, which fosters loyalty and the willingness to remain in the organization.

This finding is consistent with (Anggoro & Ancok, 2012). This study demonstrates that the influence of Asta Brata on commitment operates through emotional relationships, not merely through moral role modeling as emphasized in previous research. Another unique finding is that commitment remains high despite suboptimal financial compensation, showing the strength of Asta Brata values as a powerful affective bond. This study strengthens the literature on local leadership as a driver of affective—not only normative—commitment. Consistency in applying the moral principles of Asta Brata is crucial for building long-term commitment.

The Influence of Organizational Culture on Employee Commitment, the coefficient (0.259), t-statistic (1.825), and p-value (0.068) reveal an insignificant effect, meaning that culture alone does not directly strengthen commitment. Although a good culture exists, employees may still require satisfaction or leadership motivation to feel committed. Hence, H4 is rejected. Organizational culture does not directly affect employee commitment. Although the culture fosters comfort, this does not automatically lead to strong commitment. Employees are more influenced by leadership, job satisfaction, and personal moral values when forming their commitment.

This finding aligns with (Putri, R. & Kasmirudin, 2025). This study shows that in small service-based organizations, culture creates comfort but is not strong enough to generate commitment. This differs from many studies that typically find a direct effect of culture on commitment. The finding highlights that social relationships and leadership play a more dominant role than culture in shaping commitment in micro-organizations. The study challenges the direct culture-commitment model in management literature and emphasizes the need for psychological mediators. Stronger culture internalization through greater employee involvement and consistent work systems is required.

The Influence of Job Satisfaction on Employee Commitment, a path coefficient of 0.459, t-statistic 3.172, and p-value 0.002 indicate a strong positive and significant influence. When employees feel fulfilled in their roles—supported by fair pay, teamwork, and promotion opportunities—they tend to be more loyal and dedicated to the organization. Therefore, H5 is accepted. Job satisfaction is proven to improve employee commitment. Support from colleagues, leaders' attentiveness, and a comfortable work environment make employees feel emotionally attached. Although weaknesses in compensation or work systems still exist, social and emotional factors remain the main drivers of commitment. This finding supports (Rahayu & Mahargiono, 2021).

This study reveals that in small organizations, strong commitment can emerge even when material factors are not ideal, as long as emotional satisfaction is fulfilled. This differs from mainstream studies that emphasize financial satisfaction. The study reinforces the concept that social-emotional satisfaction—rather than material satisfaction—is a key predictor of affective commitment in relationship-based organizations. Strengthening communication systems, coworker relationships, and career development is essential for enhancing commitment.

The Influence of Asta Brata Leadership on Job Satisfaction through Employee Commitment (Partial Mediation), the indirect effect ($\beta = 0.168$; $t = 2.511$; $p = 0.012$) shows that job satisfaction partially mediates the relationship between leadership and commitment. Effective leaders enhance satisfaction, which subsequently boosts commitment levels among employees. Thus, H6 is accepted. Job satisfaction acts as a partial mediator between Asta Brata leadership and commitment. Wise and supportive leaders enhance employee satisfaction, which in turn strengthens their commitment. The effect of leadership operates both directly and indirectly through the comfort created in the work environment.

This finding is consistent with (Pynatih et al., 2022). The study finds that Asta Brata values influence commitment not only through moral respect but also through daily work comfort, showing a dual moral-psychological mechanism that has been rarely emphasized in previous research. This study enriches the mediation literature in local leadership by identifying the psychological pathways through which commitment is formed. Strengthening Asta Brata values and fostering a comfortable work environment are complementary strategies to enhance commitment.

The Influence of Organizational Culture on Job Satisfaction through Employee

Commitment (Full Mediation), the indirect path ($\beta = 0.275$; $t = 2.183$; $p = 0.029$) demonstrates a significant indirect relationship, meaning job satisfaction fully mediates the effect of organizational culture on commitment. A strong organizational culture increases satisfaction first, which in turn fosters stronger commitment. Hence, H7 is accepted. Job satisfaction fully mediates the relationship between organizational culture and commitment. A positive culture affects commitment only after it first enhances job satisfaction. Employees respond to culture not through formal rules but through daily interpersonal experiences such as togetherness, support, and open communication.

This finding aligns with (Larasati, D., 2025) This study finds that in small organizations, culture does not produce commitment at all unless it is internalized into satisfying work experiences. This contrasts with studies that often show a direct culture–commitment link. The study confirms a full mediation model of culture–satisfaction–commitment within micro-organizational contexts, which has been rarely discussed in existing literature. Organizational culture must be manifested through concrete daily behaviors to enhance satisfaction, which will then lead to stronger commitment.

CONCLUSION & SUGGESTION

This study concludes that Asta Brata leadership significantly enhances both job satisfaction and employee commitment, while organizational culture influences commitment only indirectly through job satisfaction. The findings strengthen Attribution Theory by demonstrating that employees interpret Asta Brata–based leadership behaviors as signals of integrity and credibility, thereby shaping positive work attitudes. The study also reinforces Asta Brata as a relevant character-based leadership model in modern organizational settings. Furthermore, job satisfaction is confirmed as a key psychological mechanism mediating the effects of leadership and organizational culture on employee commitment.

First, the low score on employee pride indicates the need to strengthen affective commitment through recognition programs, team-building activities, and clearer communication of the clinic's vision and achievements. Second, the lowest score in job satisfaction relates to compensation, suggesting that the clinic should review its pay structure to ensure fairness, competitiveness, and performance-based adjustments. Third, the leadership score indicates limited decisiveness; therefore, leaders should enhance their decision-making competence through Asta Brata–based leadership training and more participative decision processes. Finally, the low score in organizational culture highlights the need for clearer and more consistent SOP implementation, supported by regular evaluation and strong internal communication to ensure work stability and alignment across units.

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