

Analysis of the Effect of Organizational Commitment on Employee Performance with Job Satisfaction as an Intervening Variable at PT. PLN (Persero) UP3 Sibolga

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Abstract

This study aimed to analyze the effect of organizational commitment on employee performance with job satisfaction as an intervening variable at PT. PLN (Persero) UP3 Sibolga. This study used a quantitative approach with an associative research design. The population of this study consisted of all employees of PT. PLN (Persero) UP3 Sibolga, totaling 85 employees, and the entire population was used as the sample through saturated sampling. Primary data were obtained by distributing questionnaires to respondents and were analyzed using path analysis with the assistance of SPSS. The results showed that organizational commitment had a positive and significant effect on job satisfaction, with a beta value of 0.909 and a significance value of 0.000. Organizational commitment also had a positive and significant effect on employee performance, with a beta value of 0.660 and a significance value of 0.000. In addition, job satisfaction had a positive and significant effect on employee performance, with a beta value of 0.316 and a significance value of 0.000. The R Square value in Model I was 0.826, indicating that organizational commitment explained 82.6 percent of job satisfaction. The R Square value in Model II was 0.914, indicating that organizational commitment and job satisfaction explained 91.4 percent of employee performance. The indirect effect of organizational commitment on employee performance through job satisfaction was 0.287, which was lower than the direct effect of 0.660. These findings indicated that organizational commitment was more dominant in improving employee performance directly than through job satisfaction.

Keywords: Organizational Commitment, Job Satisfaction, Employee Performance, Path Analysis.

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Introduction

PT. PLN (Persero) Customer Service Implementation Unit or UP3 Sibolga is one of the strategic work units that plays a role in providing, distributing, and serving electrical energy in Sibolga and its surrounding areas [1]. This role requires the support of human resources who are able to work professionally, with discipline, responsibility, and strong service orientation [2]. In a public service organization such as PLN, employee performance becomes an important aspect because it is directly related to service quality, timeliness in completing work, operational reliability, and the achievement of company targets [3]. Optimal performance is not only determined by employees technical abilities, but is also influenced by organizational commitment and job satisfaction experienced within the work environment [4].

Employee performance at PT. PLN (Persero) UP3 Sibolga has generally been supported by a clear work system and standard operating procedures. However, based on observations and a preliminary survey, several aspects still require further attention. The preliminary survey involving 20 employees showed that 65 percent of respondents did not fully state that their work had met the quality standards set by the company. In addition, 60 percent of respondents considered that work completion was not always in accordance with the predetermined deadlines, while 55 percent stated that work implementation had not fully followed the direction and supervision of superiors. These data indicate that work quality, timeliness, and supervision remain important aspects that need to be examined academically so that employee performance improvement can be carried out in a more targeted manner. One factor that is assumed to be related to employee performance is organizational commitment [5]. Organizational commitment reflects the extent to which employees feel involved, loyal, proud, and willing to accept the values and goals of the organization [6]. Employees with strong commitment tend to show better responsibility, actively support work programs, and have awareness of maintaining organizational success [7]. However, the preliminary survey showed that 65 percent of respondents had not actively participated in company activities and work programs. In addition, 55 percent of respondents had not fully demonstrated loyalty through compliance with rules and efforts to maintain the good name of the organization, while 60 percent had not fully understood and performed their work based on the company vision, mission, and values. This condition is not interpreted as an organizational weakness, but as an indication of the need to strengthen employee involvement and internalization of organizational values in supporting employee performance.

In addition to organizational commitment, job satisfaction is also an important factor that can influence employee behavior and work outcomes [8]. Job satisfaction is related to employees feelings toward their work, compensation, promotion opportunities, work relationships, and supervision [6]. Employees who feel satisfied tend to have higher motivation, work with greater enthusiasm, and strive to deliver better results [9]. The preliminary survey showed that 70 percent of respondents felt that their work had not fully provided appropriate challenges and a sense of achievement. The same percentage also stated that promotion and career development opportunities had not been felt optimally. In addition, 55 percent of respondents considered that salary was not fully proportional to workload, and 60 percent stated that direction and guidance from superiors still needed improvement. These findings indicate that job satisfaction is a relevant variable to be studied in relation to employee performance.

Theoretically, organizational commitment can encourage job satisfaction because employees who feel attached to the organization tend to accept company goals more easily

and become more involved in their work [6][10]. Job satisfaction can then strengthen performance because employees who feel appreciated, supported, and given opportunities to develop will be more motivated to work optimally [11]. Thus, job satisfaction can be positioned as an intervening variable that bridges the effect of organizational commitment on employee performance [12].

Based on this explanation, the research problems in this study are directed toward determining whether organizational commitment has a direct effect on job satisfaction, whether organizational commitment and job satisfaction have direct effects on employee performance, and whether organizational commitment has an indirect effect on employee performance through job satisfaction. The purpose of this study is to analyze these direct and indirect effects through job satisfaction as an intervening variable at PT. PLN (Persero) UP3 Sibolga.

Research Methodology

This study used a quantitative approach with an associative research design. The quantitative approach was used because the research data were processed in numerical form based on respondents answers to the questionnaire instrument [13]. Meanwhile, associative research was used to analyze the effect relationship among the independent variable, intervening variable, and dependent variable [14]. This study aimed to determine the effect of Organizational Commitment (X) on Employee Performance (Y) with Job Satisfaction (Z) as an intervening variable at PT PLN (Persero) UP3 Sibolga.

This research was conducted at PT PLN (Persero) UP3 Sibolga, located at Jalan FL Tobing No. 13, Sibolga City, North Sumatra. The population in this study consisted of all employees of PT PLN (Persero) UP3 Sibolga, totaling 85 employees. Since the population was fewer than 100 people, the entire population was used as the research sample [15]. Thus, the sampling technique used was saturated sampling or census sampling, which is a sampling technique that uses all members of the population as respondents. The sample size in this study was 85 employees [16].

The type of data used in this study was quantitative data, while the data source used was primary data. Primary data were obtained directly from respondents through the distribution of questionnaires. In addition to questionnaires, data collection techniques were also supported by observation and interviews to obtain an initial overview of the condition of the research object. The research instrument was developed based on the indicators of each variable.

Organizational Commitment (X) was measured through indicators of involvement in the organization, loyalty to the organization, pride in the organization, and acceptance of organizational values and goals [6]. Job Satisfaction (Z) was measured through indicators of the work itself, salary or wages, promotion opportunities, relationships with coworkers, and supervision or oversight [6]. Employee Performance (Y) was measured through indicators of quality, quantity, time, cost emphasis, supervision, and relationships among employees [11]. All statement items were measured using a Likert scale with five response options, namely strongly agree, agree, neutral, disagree, and strongly disagree [17].

The data analysis technique used path analysis with the assistance of SPSS. The initial stage of analysis was conducted through data quality testing, consisting of validity and reliability tests, to ensure that the research instrument was suitable for use [18]. The main analytical method used was path analysis. This study used two analytical models, namely Model I to test the direct relationship between Organizational Commitment (X) and Job

Satisfaction (Z), and Model II to test the direct relationship between Organizational Commitment (X) and Job Satisfaction (Z) toward Employee Performance (Y) [19]. Before path analysis was conducted, classical assumption tests were carried out, including normality, multicollinearity, and heteroscedasticity tests, so that the regression model met the requirements for analysis in both models [20].

The equation for Model I was $Z = \text{pzx}X + e_1$, while the equation for Model II was $Y = \text{pyx}X + \text{pyz}Z + e_2$ [21]. The indirect effect was analyzed by multiplying the path coefficient from X to Z by the path coefficient from Z to Y [22]. In addition, the coefficient of determination was used to determine the extent to which the independent variables explained variations in the dependent variable in each research model [23].

Results

3.1. Respondent Characteristics

The results of questionnaire distribution to 85 respondents showed that the respondents were dominated by men, totaling 60 people or 70.6 percent, while women totaled 25 people or 29.4 percent. Based on age, most respondents were in the 41 to 45 year age range, totaling 26 people or 30.6 percent, followed by the 36 to 40 year age range, totaling 24 people or 28.2 percent. The education level was dominated by bachelor degree graduates, totaling 49 people or 57.6 percent. Based on years of service, most respondents had worked for 16 to 20 years, totaling 28 people or 32.9 percent, and most respondents were married, totaling 81 people or 95.3 percent. These results indicate that the respondents had adequate maturity in terms of age, education, and work experience to provide relevant responses to the research variables.

3.2. Distribution of Responses on the Organizational Commitment Variable

The distribution of respondents answers on the organizational commitment variable showed a positive tendency because most respondents gave agree and strongly agree responses to all indicators. In the involvement in the organization indicator, 80.0 percent of respondents stated that they actively contributed, and 81.2 percent showed responsibility for their duties. The loyalty indicator was also strong, especially in the willingness to place company interests above personal interests, which reached 84.7 percent. The indicators of pride and acceptance of organizational values were also in a good category. Based on these results, it can be concluded that employee organizational commitment was relatively strong, especially in terms of responsibility, loyalty, and acceptance of company goals.

3.3. Distribution of Responses on the Job Satisfaction Variable

The distribution of responses on the job satisfaction variable showed that most respondents were satisfied with aspects of work, salary, promotion opportunities, work relationships, and supervision. In the work itself indicator, 84.7 percent of respondents felt that their work provided a sense of achievement and meaning. In the salary indicator, 82.4 percent of respondents considered that salary was proportional to work responsibilities. Promotion opportunities were also rated positively, especially promotion processes based on performance and work competence, which reached 83.6 percent. Relationships with coworkers and supervision also showed positive tendencies. Based on these results, it can be concluded that employee job satisfaction was relatively good because most aspects of work were able to provide employees with comfort, fairness, and meaning.

3.4. Distribution of Responses on the Employee Performance Variable

The distribution of responses on the employee performance variable showed that most respondents gave agree and strongly agree responses to all indicators. In the quality indicator, 83.6 percent of respondents stated that work had been carried out according to procedures and work standards. In the quantity indicator, 81.1 percent of respondents were able to

complete tasks according to targets, although the ability to increase the amount of work completed without reducing quality received a lower percentage of 70.6 percent. The indicators of time, cost efficiency, supervision, and relationships among employees also showed positive results. Based on these results, it can be concluded that employee performance was relatively good, especially in compliance with procedures, timeliness, work efficiency, and the ability to work together.

3.5. Data Quality Test, Validity and Reliability

Table 1. Results of Validity and Reliability Tests

Statement Item	r Value	Validity Criterion	Validity Description	Cronbach's Alpha	Reliability Criterion	Reliability Description
X,1	0.719	> 0.3	Valid	0.936	> 0.7	Reliable
X,2	0.752	> 0.3	Valid	0.936	> 0.7	Reliable
X,3	0.830	> 0.3	Valid	0.936	> 0.7	Reliable
X,4	0.725	> 0.3	Valid	0.936	> 0.7	Reliable
X,5	0.746	> 0.3	Valid	0.936	> 0.7	Reliable
X,6	0.877	> 0.3	Valid	0.936	> 0.7	Reliable
X,7	0.685	> 0.3	Valid	0.936	> 0.7	Reliable
X,8	0.862	> 0.3	Valid	0.936	> 0.7	Reliable
Z,1	0.690	> 0.3	Valid	0.937	> 0.7	Reliable
Z,2	0.700	> 0.3	Valid	0.937	> 0.7	Reliable
Z,3	0.790	> 0.3	Valid	0.937	> 0.7	Reliable
Z,4	0.851	> 0.3	Valid	0.937	> 0.7	Reliable
Z,5	0.710	> 0.3	Valid	0.937	> 0.7	Reliable
Z,6	0.707	> 0.3	Valid	0.937	> 0.7	Reliable
Z,7	0.829	> 0.3	Valid	0.937	> 0.7	Reliable
Z,8	0.864	> 0.3	Valid	0.937	> 0.7	Reliable
Z,9	0.683	> 0.3	Valid	0.937	> 0.7	Reliable
Z,10	0.638	> 0.3	Valid	0.937	> 0.7	Reliable
Y,1	0.617	> 0.3	Valid	0.942	> 0.7	Reliable
Y,2	0.641	> 0.3	Valid	0.942	> 0.7	Reliable
Y,3	0.640	> 0.3	Valid	0.942	> 0.7	Reliable
Y,4	0.600	> 0.3	Valid	0.942	> 0.7	Reliable
Y,5	0.893	> 0.3	Valid	0.942	> 0.7	Reliable
Y,6	0.630	> 0.3	Valid	0.942	> 0.7	Reliable
Y,7	0.882	> 0.3	Valid	0.942	> 0.7	Reliable
Y,8	0.744	> 0.3	Valid	0.942	> 0.7	Reliable
Y,9	0.748	> 0.3	Valid	0.942	> 0.7	Reliable
Y,10	0.878	> 0.3	Valid	0.942	> 0.7	Reliable
Y,11	0.850	> 0.3	Valid	0.942	> 0.7	Reliable
Y,12	0.729	> 0.3	Valid	0.942	> 0.7	Reliable

The validity test results showed that all statement items in the Organizational Commitment, Job Satisfaction, and Employee Performance variables were declared valid because all Corrected Item Total Correlation values were greater than 0.3. This indicates that each statement item had adequate ability to measure the variables being studied [18].

The reliability test results also showed that all research instruments were declared reliable because the Cronbach's Alpha value for each variable was greater than 0.7. This indicates that the instruments had a very strong level of internal consistency, making them suitable for data collection and further analysis [24].

3.6. Classical Assumption Tests, Normality, Multicollinearity, and Heteroscedasticity

In both Model I and Model II, the normality test results through histogram graphs showed a residual distribution pattern that formed a bell shaped curve, with data distribution

that was symmetrical and concentrated around the zero value. The data distribution did not show a tendency to skew either to the left or to the right, so the residuals could visually be declared normally distributed [25].

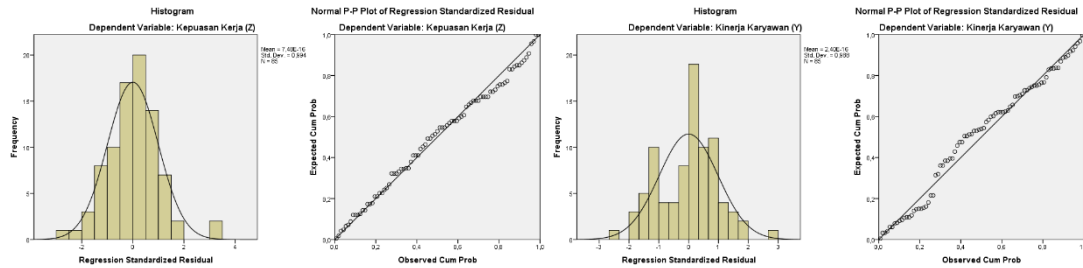


Figure 1. Histogram Graph and P P Plot for Model I and Model II

These results were also supported by the P P Plot graph, which showed that the data points followed the direction of the diagonal line. This pattern indicates that the normality assumption in the regression model had been fulfilled in both Model I and Model II [19].

Table 2. Kolmogorov Smirnov Test for Normality

One-Sample Kolmogorov-Smirnov Test		
	Unstandardized Residual	
	Model I	Model II
N	85	85
Test Statistic	0.073	0.093
Asymp. Sig. (2-tailed)	0.200 ^{c,d}	0.066 ^c

The Asymp Sig. value in Model I was 0.200, while in Model II it was 0.066, both of which were greater than 0.05. Thus, it can be confirmed that the data distribution in both models had fulfilled the normality assumption [22].

Table 3. Multicollinearity Test and Glejser Test

Coefficients ^a							
Model		Collinearity Statistics		Uji Glejser		Requirement	Conclusion
		Tolerance	VIF	Sig. Model I	Sig. Model II		
1	(Constant)			0.001	0.008		No Multicollinearity and Heteroscedasticity Problems
	Organizational Commitment (X)	0.174	5,745	0.209	0.063	Tolerance > 0.10. VIF > 10. Sig. > 0.05 .	
	Job Satisfaction (Z)	0.174	5,745	-	0.097		
a. Dependent Variable: Employee Performance (Y)				a. Dependent Variable: ABSOLUTE_RESIDUAL			

The multicollinearity test results in Model II showed that all independent variables had tolerance values greater than 0.10 and VIF values lower than 10. This condition indicates that there was no strong correlation among the independent variables, so the regression model was free from multicollinearity problems [21].

The Glejser test results in Model I and Model II showed that all variables obtained significance values greater than 0.05. This indicates that the regression model did not experience heteroscedasticity symptoms and had fulfilled the homoscedasticity condition [15].

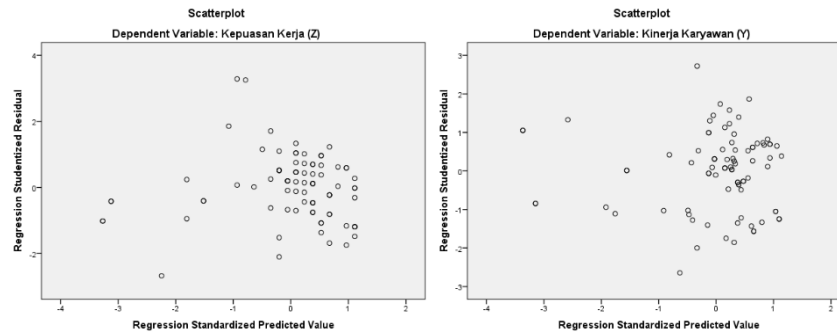


Figure 2. Scatterplot Graph for Model I and Model II

The heteroscedasticity test results through the scatterplot graph showed that in both Model I and Model II, the residual points were randomly distributed above and below the zero line and did not form a specific pattern. This condition indicates that the residual variance was constant, so the regression model was declared free from heteroscedasticity symptoms [14].

3.7. Path Analysis

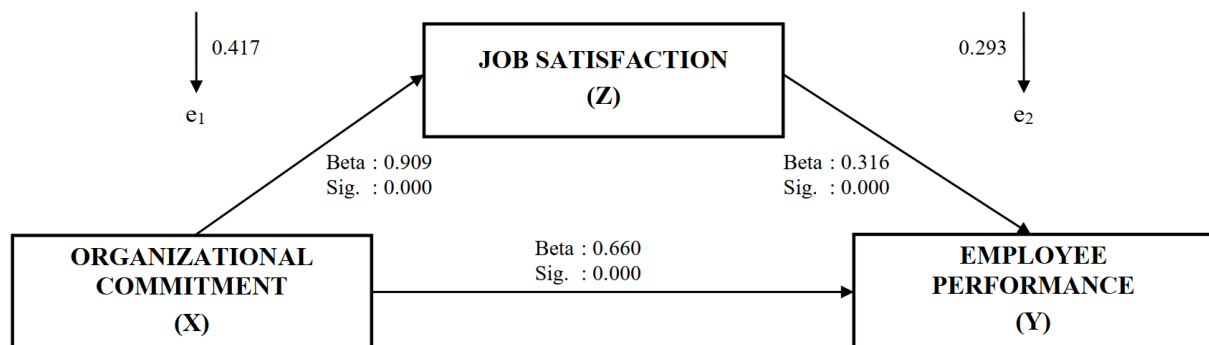


Figure 3. Path Analysis Results

The path analysis results obtained from Model I and Model II can be summarized in the following table:

Table 4. Summary of Path Analysis Findings

Model	Relationship among Variables	Beta	Sig.	R Square	Error	Type of Effect	Description
Model I	Organizational Commitment (X) → Job Satisfaction (Z)	0.909	0.000	0.826	0.417	Direct	Positive and significant
Model II	Organizational Commitment (X) → Employee Performance (Y)	0.660	0.000	0.914	0.293	Direct	Positive and significant
Model II	Job Satisfaction (Z) → Employee Performance (Y)	0.316	0.000	0.914	0.293	Direct	Positive and significant
Indirect Effect	Organizational Commitment (X) → Job Satisfaction (Z) → Employee Performance (Y)	0.287	-	-	-	Indirect	Lower than the direct effect
Total Effect	Organizational Commitment (X) → Employee Performance (Y) melalui Job Satisfaction (Z)	0.947	-	-	-	Total	Very strong overall effect

Based on the path analysis results in Model I, organizational commitment had a positive and significant effect on job satisfaction, with a beta value of 0.909 and a significance value of 0.000 [26]. The positive value indicates that the higher the organizational commitment possessed by employees, the higher the job satisfaction they felt. This means that employee involvement, loyalty, pride, and acceptance of company values and goals were empirically able to encourage the formation of job satisfaction [27].

In Model II, organizational commitment had a positive and significant effect on employee performance, with a beta value of 0.660 and a significance value of 0.000 [28]. This indicates that an increase in organizational commitment was empirically followed by an increase in employee performance [29]. Employees with high commitment tend to be more responsible, comply with organizational values, and have a stronger drive to complete work optimally [5]. Job satisfaction also had a positive and significant effect on employee performance, with a beta value of 0.316 and a significance value of 0.000 [30]. This means that the higher the job satisfaction felt by employees, the better the performance displayed empirically [31].

When compared, the variable with the strongest effect on employee performance was organizational commitment, with a beta value of 0.660, which was greater than job satisfaction at 0.316 [18]. This finding indicates that employee performance was more strongly shaped by attachment and loyalty to the organization than merely by satisfaction with work [7]. In other words, organizational commitment became the main factor that encouraged employees to work in a more directed and responsible manner and in alignment with company goals [28].

The indirect effect of organizational commitment on employee performance through job satisfaction was 0.287, obtained from multiplying the effect of X on Z, which was 0.909, by the effect of Z on Y, which was 0.316 [20]. This value was lower than the direct effect of X on Y, which was 0.660. Based on the comparison between direct and indirect effects, job satisfaction had not been able to strongly mediate the relationship between organizational commitment and employee performance [14]. However, the total effect of 0.947 showed that the combination of direct and indirect effects still made a very large contribution [21].

The R Square value in Model I was 0.826, indicating that organizational commitment was able to explain 82.6 percent of the variation in job satisfaction, while the remaining 17.4 percent was influenced by other factors outside the model [32]. The error 1 value of 0.417 showed the magnitude of other factors influencing job satisfaction [3]. In Model II, the R Square value was 0.914, meaning that organizational commitment and job satisfaction were able to explain 91.4 percent of employee performance, while the remaining 8.6 percent was influenced by other factors [8]. The error 2 value of 0.293 indicated that the error or external influence outside the model was relatively small, so the path model used had a very strong explanatory ability [19].

Discussion

4.1. The Direct Effect of Organizational Commitment (X) on Job Satisfaction (Z)

The direct effect of Organizational Commitment on Job Satisfaction at PT PLN (Persero) UP3 Sibolga can occur because the nature of electrical service work requires involvement, loyalty, and acceptance of company goals. UP3 Sibolga is related to customer service, regional coordination, and the management of community electricity needs, so employees who understand the strategic role of the organization tend to have stronger work meaning [1]. This can be seen from the presence of UP3 Sibolga in cooperation and coordination with the Sibolga City Government regarding electricity services and policy [3].

High organizational commitment makes it easier for employees to accept workload as part of their contribution to public service [2]. When employees feel that their work supports the continuity of electricity supply for the community, a sense of pride and emotional attachment to the company emerges [32]. This pride can improve job satisfaction because work is not merely viewed as a routine obligation, but as a form of participation in energy service [27].

The company has also supported job satisfaction through an increasingly structured and digital based service system. The PLN service portal provides various customer services, such as new installations, temporary connections, power changes, cost simulations, application status, and billing information. The clarity of this system can help employees work in a more directed manner because the service flow becomes more organized and easier to monitor.

In addition, the existence of PLN Mobile also supports employee work effectiveness because customers can make payments, submit complaints, conduct independent meter readings, request new installations, request additional power, and receive outage notifications through the application. The complaint feature, which is connected to report forwarding to technical officers, can accelerate service handling and reduce work communication barriers.

Efforts to improve electricity reliability also show the company orientation toward service quality, such as temporary outage information for network repair in the UP3 Sibolga working area. Such activities provide clear work direction for employees, so commitment to the organization can strengthen job satisfaction through a sense of belonging, clarity of goals, and the belief that the work performed has a direct impact on the community [26].

This result is consistent with the opinion expressed by Afandi, who explained that one of the factors influencing employee job satisfaction is organizational commitment [6]. The results of this study are in line with studies conducted by Wathi et al., Nurhayati, Wirateja, and Rahmania et al., which showed that organizational commitment had a positive and significant effect on employee job satisfaction [10][26][27][32].

4.2. The Direct Effect of Organizational Commitment (X) on Employee Performance (Y)

The direct effect of Organizational Commitment on Employee Performance at PT PLN (Persero) UP3 Sibolga can be understood through the characteristics of an organization engaged in public electricity service. UP3 Sibolga plays a role in customer service and cooperates with local government in supporting community electricity needs [1]. This strategic role makes employee commitment an important element because the work is not only oriented toward completing internal tasks, but is also related to public service reliability [2].

High organizational commitment encourages employees to have a sense of responsibility, loyalty, and attachment to company goals [5]. In an electricity service unit, this commitment can be seen through compliance with work procedures, willingness to handle customer complaints, punctuality in completing field work, and the ability to maintain service quality. The stronger employees accept company values and goals, the greater their drive to work in a disciplined and directed manner [7].

The company also supports performance improvement through the strengthening of digital service systems. PLN Mobile provides payment services, complaints, new installations, and power upgrade services. The complaint feature is also equipped with Auto Dispatch, which helps forward and monitor reports to the nearest technical officers. This system can clarify workflows, accelerate responses, and help employees perform service tasks more effectively.

In addition to service digitalization, performance improvement is also reflected in efforts to maintain electricity reliability. Information on electricity reliability improvement in the UP3 Sibolga working area shows that network repair activities were carried out to maintain supply continuity. Such activities require employee commitment in terms of accuracy, readiness, coordination, and technical responsibility so that work can be completed according to standard operating procedures.

Thus, the direct effect of organizational commitment on employee performance can occur because employees who have strong attachment to the company tend to be more prepared to support service targets, maintain work quality, and perform tasks according to procedures [28]. Company support through service digitalization, public coordination, and reliability improvement programs strengthens this relationship, making organizational commitment an important factor in encouraging employee performance at PT PLN (Persero) UP3 Sibolga.

This result is consistent with the opinion expressed by Kasmir, who explained that there are thirteen factors influencing employee performance, one of which is organizational commitment [11]. The results of this study are also in line with studies conducted by Fertika and Adrian, Rosnawati and Sartika, Gurusinga et al., and Mutiah and Suryani, which showed that organizational commitment had a positive and significant effect on employee performance [5][7][28][29].

4.3. The Direct Effect of Job Satisfaction (Z) on Employee Performance (Y)

The direct effect of Job Satisfaction on Employee Performance at PT PLN (Persero) UP3 Sibolga can occur because work in the electricity service sector requires accuracy, quick response, coordination, and technical readiness. Employees who feel satisfied with their work, supervisor support, work relationships, and the company work system tend to have a stronger drive to complete tasks accurately and responsibly [31].

PT PLN (Persero) UP3 Sibolga has a service role that is directly related to the electricity needs of the community and local government [1]. This can be seen from the coordination of UP3 Sibolga with the Sibolga City Government in supporting electricity services and regional policies [3]. This institutional relationship requires employees to work professionally, so job satisfaction becomes an important factor in maintaining service quality.

Job satisfaction can improve performance because employees who feel their work is meaningful will more easily demonstrate discipline, accuracy, and seriousness in following procedures [30]. In a service unit such as UP3 Sibolga, satisfaction with work can encourage employees to respond more promptly to customer complaints, maintain work communication, and ensure that each field or administrative task is carried out according to standards.

The company has also supported performance improvement through the use of digital services. The New PLN Mobile application was introduced as an Android based service that provides convenience for the public in accessing PLN services easily, practically, and safely. The existence of this digital system helps clarify service flow, reduce administrative obstacles, and support employees in providing more effective services.

In addition, UP3 Sibolga also conducts activities to improve electricity reliability, such as network repairs that are communicated to people in affected areas. These efforts show the company orientation toward service quality and electricity supply continuity. With the support of work systems, service digitalization, and network maintenance activities, employee job satisfaction can encourage improved performance through motivation, work comfort, and the belief that their work provides real benefits to the community [9].

This result is consistent with the opinion expressed by Kasmir, who explained that there are thirteen factors influencing employee performance, one of which is job satisfaction [11].

The results of this study are also in line with studies conducted by Ardilla et al., Marlius and Melaguci, Hudzaifah, and Riskawati et al., which showed that job satisfaction had a positive and significant effect on employee performance [8][9][30][31].

4.4. The Indirect Effect of Organizational Commitment (X) on Employee Performance (Y) through Job Satisfaction (Z)

The direct effect of Organizational Commitment on Employee Performance, which was stronger than the indirect effect through Job Satisfaction, indicates that employee performance at PT PLN (Persero) UP3 Sibolga was more strongly shaped by employees' direct attachment to organizational goals, values, and responsibilities. The direct effect value of 0.660 was greater than the indirect effect value of 0.287, so organizational commitment became the main driver of employee work behavior [33].

This can occur because UP3 Sibolga operates in electricity services that are directly related to the community and local government. This role requires employees to have high loyalty, discipline, and responsibility in maintaining public services. The coordination between PLN UP3 Sibolga and the Sibolga City Government shows that this unit has a strategic function in supporting regional electricity services.

Organizational commitment is more dominant because electricity service work does not only depend on employee satisfaction, but also on compliance with procedures, work safety, technical readiness, and awareness in serving the community. Electrical safety education conducted with the Sibolga Government shows that the company emphasizes the importance of safety, risk prevention, and field coordination in electricity services.

The indirect effect through Job Satisfaction still existed, but it was not stronger because satisfaction only acted as a supporting factor after employees had commitment to the organization [34]. In work that demands service reliability, employees must continue to maintain performance even when facing operational pressure. Electricity reliability improvement programs through network repairs show that the company needs employees with strong commitment so that services continue to run according to standards.

Based on this explanation, Organizational Commitment became a more decisive factor in performance because it directly encouraged responsibility, compliance with procedures, and service orientation [34]. Job Satisfaction served to strengthen work comfort, but it had not become the main pathway in shaping employee performance at PT PLN (Persero) UP3 Sibolga.

The results of this study differ from the findings of Krisnawan and Wihanarko, Mahendra et al., and Rahmawati and Trisninawati, which showed that organizational commitment indirectly had a positive and significant effect on employee performance through employee job satisfaction [4][12][33].

Conclusion

The results of this study showed that organizational commitment had a positive and significant effect on employee job satisfaction at PT. PLN (Persero) UP3 Sibolga. Organizational commitment also had a positive and significant effect on employee performance, and job satisfaction was also proven to have a positive and significant effect on employee performance. However, the direct effect of organizational commitment on employee performance was stronger than the indirect effect through job satisfaction. This finding indicates that employee involvement, loyalty, pride, and acceptance of company values became the main factors in encouraging performance improvement.

PT. PLN (Persero) UP3 Sibolga is advised to continue strengthening organizational commitment by increasing employee involvement in company activities, socializing

organizational values and goals, and providing space for participation in the implementation of work programs. The company also needs to improve job satisfaction through a fair appreciation system, transparent career development opportunities, more open communication between superiors and subordinates, and stronger cooperation across divisions. These efforts need to be directed toward improving work quality, timeliness, compliance with procedures, and efficient use of resources so that employee performance becomes increasingly optimal in supporting electricity services for the community.

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