

The Effect of Organizational Commitment on Employee Performance with Job Satisfaction as a Moderating Variable at PT. PLN (Persero) UP 3 Malang ULP Kepanjen

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Abstract

This research aims to analyze the influence of organizational commitment on employee performance at PT. PLN (Persero) UP 3 Malang ULP Kepanjen with job satisfaction as a moderating variable. This research is of the type of explanatory research and is quantitative. The number of respondents in this research was 50 respondents and the data analysis used was using a range of scales, Partial Least Square (PLS), and Hypothesis Testing (Bootstrapping). The research results show that job satisfaction does not moderate the influence of organizational commitment on the performance of PT employees. PLN (Persero) UP 3 Malang ULP Kepanjen.

Keywords: Employee Performance, Organizational Commitment, Job Satisfaction

Abstrak

Tujuan dari penelitian ini adalah untuk menganalisis pengaruh komitmen organisasi terhadap kinerja karyawan pada PT. PLN (Persero) UP 3 Malang ULP Kepanjen dengan kepuasan kerja sebagai variable moderasi. Penelitian ini berjenis penelitian Explanatory dan bersifat kuantitatif. Jumlah responden dalam penelitian ini berjumlah 50 responden dan analisis data yang digunakan yaitu dengan menggunakan rentang skala, Partial Least Square (PLS), dan Pengujian Hipotesis (Boostrapping). Hasil penelitian menunjukkan bahwa kepuasan kerja tidak memoderasi pengaruh komitmen organisasi terhadap kinerja karyawan PT. PLN (Persero) UP 3 Malang ULP Kepanjen.

Kata kunci: kinerja karyawan, komitmen organisasi, dan kepuasan kerja.

INTRODUCTION

Having good human resources is an important asset for every company to achieve the company's goals. Human resources themselves are people within the company who provide effort, energy, thought, and creativity to the company to achieve success. Employee performance is an important factor in achieving company goals. Maximum goal achievement is the result of a good team or individual work, while failure to achieve goals is the result of a less-than-optimal team or individual work. Productivity is the work result achieved by an individual in carrying out the tasks assigned to him and the extent to which he can contribute to the organization (Sudaryo, 2018). Many factors can influence performance, including motivation, leadership, work environment, work discipline, work culture, communication, commitment, position, quality of work life, training, compensation, job satisfaction, and many others.

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All of these factors have an influence, depending on the facts that occur, some are dominant and some are not (Pangarso, 2016). In this research, organizational commitment and job satisfaction are the main factors that can influence performance.

The level of job satisfaction is related to organizational commitment. Human resources are considered important because they can influence the efficiency and effectiveness of an organization, and are the organization's main expenditure in carrying out its activities (Simamora, 2004). Humans always play an active role in every organizational activity, namely as planners, actors, and determinants of the realization of organizational goals, thus making humans a company asset that must maintain, efficiency and productivity (Hasibuan, 2002). This means that the higher the employee's job satisfaction score, the higher the employee's work productivity, and conversely, the lower the job satisfaction, the lower the employee's productivity. Then this will also affect organizational commitment, where when employees feel satisfied with their company, their performance will increase and their loyalty to their organization will also increase.

Organizational commitment is a condition where employees are very interested in the goals, values, and targets of their organization. Humans act as planners in all organizational activities, namely as planners, actors, and determinants of the realization of the goals of the organization itself. If individuals in the company can run effectively, the company will also run effectively. In carrying out their performance, workers produce something called performance. Performance is the result of the work carried out by workers or the real behavior they display in the organization. However, the performance of human resources is largely determined by the condition of job satisfaction of the worker himself, where when he feels satisfied his commitment to the company will increase and his performance towards the company will increase.

The State Electricity Company abbreviated as PT PLN (Persero) is a government-owned company with State-Owned Enterprise (BUMN) status to be the main provider of electricity in Indonesia. As a business entity, of course, PT PLN (Persero) is supported by modern equipment (machines) and good Human Resources (HR). These guidelines apply in all PT PLN (Persero) work areas, including those at PT PLN (PERSERO) UP 3 Malang ULP Kepanjen. PT PLN (Persero) UP 3 Malang ULP Kepanjen's commitment as a supplier of electricity without blackouts and ensuring the availability of electricity for the Kepanjen area and surrounding areas with quality according to required needs and excellent service. so that all lines of employees must be able to maintain this commitment and improve performance as best as possible.

However, in the employment sector, there is a lack of commitment between workers and their companies, so when carrying out their duties, employees tend to be relaxed and do not care about the targets/vision and mission of the company itself. This will certainly affect the sustainability of the company and the organization within the company. The workers at PT PLN (Persero) UP 3 Malang are mostly field workers and will be used as samples for the research

LITERATURE REVIEW

According to Ainsworth *et al.*, (2007), performance means the final result. Performance is rated as satisfactory, good, or possibly good at the agreed cost level to the extent that these interactions produce the desired level and quality. On the other hand, if the results are disappointing, rated poorly, or relegated for whatever reason. This opinion emphasizes that employee performance is the result or output of the work given to the organization/institution (Fattah, 2017). According to Kasmir (2016), there are six dimensions of employee performance, namely: Quality (quality), Quantity (amount), Time (term), Cost emphasis, and Relationship between employees.

According to Kaswan (2017), organizational commitment is a measure of an employee's willingness to remain with the company in the future. The depth of commitment can measure the level of consistency and responsibility whether a situation is easy or difficult, happy or not, light or heavy. Without commitment, there is no consistency. Good organizations consist of dedicated people. The higher the commitment value of each individual, the better the organizational performance. Committed people always give their best for what they promise. Dimensions of organizational commitment according to Robbins & Judge (2015) are as follows: Affective Commitment, Continuance Commitment, and Normative Commitment. Handoko (2016) states that job satisfaction is a pleasant or unpleasant emotional state for employees regarding their work. Job satisfaction reflects a person's feelings towards his job. Robbins & Judge (2015) The dimensions of job satisfaction are as follows: Work itself, salary, promotion, supervision, and co-workers. The framework of this research can be described as follows:

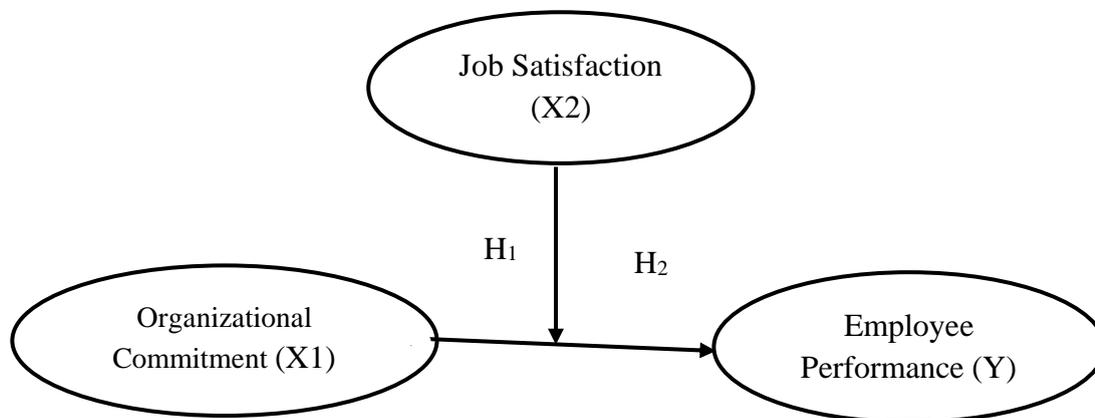


Figure 1. Research Framework

The results of previous research conducted by MDI (2021) in their research partially stated that work commitment had a significant effect, while job satisfaction had no significant effect on employee performance. Majid et al., (2021) stated that job satisfaction moderates the influence of work motivation and employee performance. The research conducted by Wahyudi (2015) stated that Organizational Citizenship Behavior significantly moderates the influence of job satisfaction on hospital employee performance. Meanwhile, research conducted by Sanjaya (2020) stated that the results of his research showed that job satisfaction did not affect employee performance and organizational commitment did not affect employee performance. Based on this discussion, conclusions can be drawn and the hypotheses formulated are:

H1: The job satisfaction variable influences employee performance

H2: The job satisfaction variable moderates the influence of organizational commitment on employee performance

RESEARCH METHODS

This research was carried out at PT. PLN (Persero) UP 3 Malang ULP Kepanjen Jl. Panji No.1, Cokoleo, Kepanjen, Kec. Kepanjen, Malang Regency, East Java. The population in this research was 50 employees in the field at PT. PLN (Persero) UP 3 Malang ULP Kepanjen. In this research, researchers used total sampling techniques or saturated samples. So the sample used was 50 field workers from PT. PLN (Persero) UP 3 Malang ULP Kepanjen which is the population. The type of

research used in this research is "explanatory research" with a quantitative approach. The type of data used in this research is quantitative data where this data is measured on a numerical scale or using numbers obtained through a statistical approach. The data source for this research uses primary data obtained by distributing questionnaires to respondents and secondary data which is data taken from data that is already available. The data collection technique used in this research is a questionnaire. The measurement scale used is the Likert scale. The data analysis technique used has several stages, namely scale range and partial least squares (PLS). The data that has been obtained is processed using SmartPLS version 3 software.

RESULTS AND DISCUSSION

Respondent characteristics data is respondent data collected to determine the profile of research respondents. From the results of research conducted on employees of PT. PLN (Persero) UP 3 Malang ULP Kepanjen, can be seen through a description of the characteristics of the respondents which include gender, age, education, and length of service.

Table 1. Respondent Characteristics

| Criteria | | Number of Employees | Presentase (%) |
|----------------|--------------------|---------------------|----------------|
| Gender | Male | 50 | 100% |
| Age | 25-35 years | 23 | 46% |
| | 36-46 years | 17 | 34% |
| | 46-55 years | 7 | 14% |
| | ≥ 55 years | 3 | 6% |
| Last Education | Senior High School | 34 | 68% |
| | Diploma | 6 | 12% |
| | Bachelor Degree | 8 | 16% |
| | Master Degree | 2 | 4% |
| Working Period | 1-3 years | 10 | 20% |
| | 4-6 years | 21 | 42% |
| | 7-10 years | 12 | 24% |
| | ≥10 years | 7 | 14% |

Source: Data processed (2023)

Table 1 shows that all respondents were 50 men. There are more employees aged 25-35 than other ages. The education level of SMA/SMK employees is more dominant than other education levels. Employee tenure shows more employees working in the range of 4-5 years. This measurement model is used to measure the validity and reliability of a construct or variable being studied through several stages. The results of the analysis of these stages are described as follows: In this study, using Outer loading > 0.5 is said to be valid and the AVE value is ≥ 0,5.

Table 2. Outer Loading Result

| Variabel | Indikator | Loading Factor | Explanation |
|--------------------------------|-----------|----------------|-------------|
| Organizational Commitment (X1) | X1.1 | 0,705 | Valid |
| | X1.2 | 0,707 | |
| | X1.3 | 0,770 | |
| | X1.4 | 0,835 | |
| | X1.5 | 0,771 | |
| | X1.6 | 0,823 | |

| Variabel | Indikator | Loading Factor | Explanation |
|--------------------------|-----------|----------------|-------------|
| Job Satisfaction (Z) | Z.1 | 0,855 | Valid |
| | Z.2 | 0,861 | |
| | Z.3 | 0,683 | |
| | Z.4 | 0,801 | |
| | Z.5 | 0,608 | |
| | Z.6 | 0,815 | |
| | Z.7 | 0,851 | |
| | Z.8 | 0,735 | |
| | Z.9 | 0,764 | |
| | Z. 10 | 0,759 | |
| Employee Performance (Y) | Y.1 | 0,730 | Valid |
| | Y.2 | 0,852 | |
| | Y.3 | 0,901 | |
| | Y.4 | 0,818 | |
| | Y.5 | 0,719 | |
| | Y.6 | 0,775 | |

Source: Data processed (2023)

Based on Table 2, it can be seen that from the analysis results using the SmartPLS application, the model equation (outer model) has met convergent validity. It can be seen that the existing indicators already have a loading factor value of >0.50, which identifies that the indicator is suitable for use in hypothesis testing. The way to test discriminant validity with reflective indicators is by looking at the cross-loading value, where the value for each variable must be greater than 0.7.

Table 3. Cross Loading Value from SmartPLS3 Application Analysis Results

| Construct | Organization Commitment (X1) | Job Satisfaction (Z) | Employee Performance (Y) | Explanation |
|-----------|------------------------------|----------------------|--------------------------|-------------|
| X1.1 | 0,705 | 0,640 | 0,657 | Valid |
| X1.2 | 0,707 | 0,557 | 0,561 | |
| X1.3 | 0,770 | 0,719 | 0,687 | |
| X1.4 | 0,835 | 0,700 | 0,707 | |
| X1.5 | 0,771 | 0,645 | 0,646 | |
| X1.6 | 0,823 | 0,797 | 0,792 | |
| Z.1 | 0,768 | 0,855 | 0,804 | Valid |
| Z.2 | 0,618 | 0,683 | 0,619 | |
| Z.3 | 0,676 | 0,801 | 0,776 | |
| Z.4 | 0,519 | 0,608 | 0,610 | |
| Z.5 | 0,734 | 0,815 | 0,801 | |
| Z.6 | 0,729 | 0,851 | 0,787 | |
| Z.7 | 0,621 | 0,735 | 0,689 | |
| Z.8 | 0,704 | 0,764 | 0,699 | |
| Z.9 | 0,688 | 0,759 | 0,715 | |
| Z.10 | 0,783 | 0,861 | 0,836 | |
| Y.1 | 0,650 | 0,722 | 0,730 | Valid |
| Y.2 | 0,769 | 0,803 | 0,852 | |
| Y.3 | 0,774 | 0,851 | 0,901 | |
| Y.4 | 0,768 | 0,725 | 0,818 | |
| Y.5 | 0,591 | 0,644 | 0,719 | |
| Y.6 | 0,676 | 0,801 | 0,776 | |

Source: Data processed (2023)

Table 3 It can be seen that the cross-loading for each indicator in this study has a greater value compared to the factor loading of other latent variables. This indicates that the latent variables in this

study have good discriminant validity. Reliability testing is a series that can be used to test question items or statements to prove the accuracy, consistency of the instrument, and precision in measuring the construct. The reliability test can be measured using Cronbach alpha. A variable can be considered reliable if it has a Cronbach alpha value > 0.70 (Ghozali, 2021).

Table 4. Cronbach Alpha Value from SmartPLS3 Application Analysis Results

| Variable | Cronbach Alpha | Explanation |
|--------------------------------|----------------|-------------|
| Organizational Commitment (X1) | 0,862 | Reliable |
| Job Satisfaction (Z) | 0,925 | Reliable |
| Employee Performance (Y) | 0,887 | Reliable |

Source: Data processed (2023)

Table 4 shows that the Cronbach alpha value for each variable has a value of more than 0.7. This identifies that each variable in the research has good discriminant validity. A good Cronbach alpha value indicates that the model is in good condition, and can be continued to the next stage in the analysis. The R2 value is used to measure the level of variation in changes in the independent variable towards the dependent variable. The higher the R2 value means the better the prediction model of the proposed research model. The inner model functions to show the level of significance in hypothesis testing.

Table 5. R-Square Value from SmartPLS3 Application Analysis Results

| Variable | R-Square | Adjusted R-Square |
|--------------------------|----------|-------------------|
| Employee Performance (Y) | 0,910 | 0,904 |

Source: Data processed (2023)

Table 5 shows that this research uses 1 endogenous latent variable (Y). This variable is influenced by other variables (X), namely the organizational commitment variable (X1). Based on the results of the analysis, it can be seen that the R-Square for the employee performance existence variable (Y) is 0.910. These results indicate that 91.0% of the existence of performance (Y) is influenced by the organizational commitment variable (X).

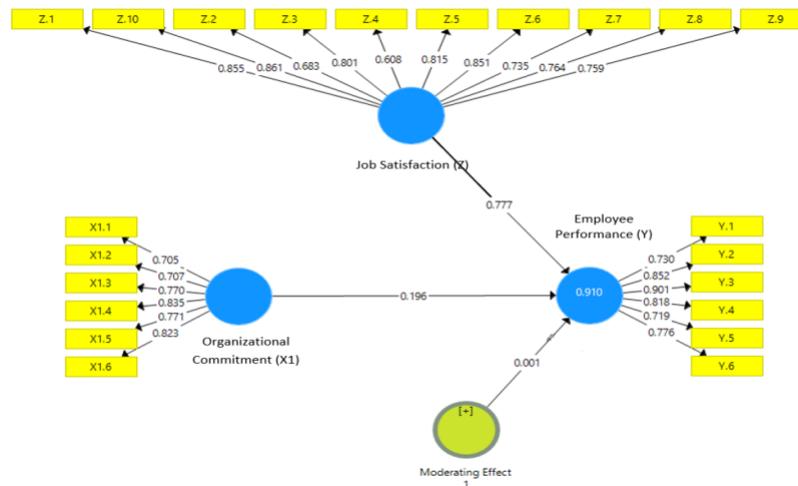


Figure 2. Standardized Loading Factor Inner and Outer Model

The hypothesis is said to be accepted if the calculated t value is > from t table 1.96 for 5% significance. If the calculated t value of the hypothesis has a value greater than the t table then each

hypothesis can be said to be proven or accepted (Ghozali, 2021). Hypothesis testing on SmartPLS with a bootstrapping model. The bootstrapping model image is as follows:

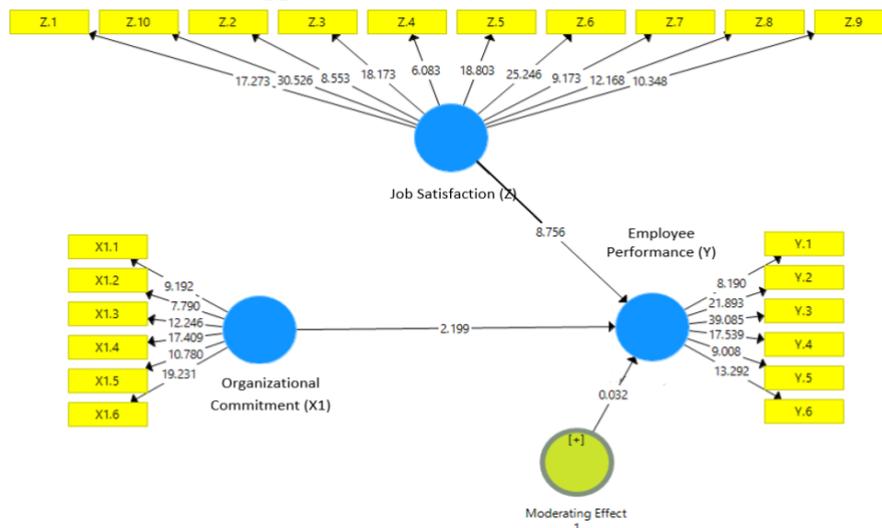


Figure 3. SmartPLS Bootstrapping Model

Table 6. Significance Test Results

| | Original Sample | T Statistics (>1,96) | P Values (<0,05) | Explanation |
|---|-----------------|----------------------|------------------|-------------|
| Organization Commitment (X1) → Employee Performance (Y) | 0,196 | 2,199 | 0,028 | Sig |

Source: Data processed (2023)

Table 6 shows that the results of the analysis using SmartPLS 3 bootstrapping obtained the following results: The path coefficient value is 0.196, the p-value is 0.028, and the T-Statistics value is 2.199. The p-value is smaller than 0.05 and the T-statistic value is greater than the t-table value (1.96), which indicates that hypothesis 1 can be accepted. This indicates that the organizational commitment variable has a significant effect on the performance of PT employees. PLN (Persero) UP 3 Malang.

Table 7. Significance Test Results

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|--|---------------------|-----------------|----------------------------|--------------------------|----------|
| Organization Commitment (X1) → Job Satisfaction (Z) → Employee Performance (Y) | 0,001 | 0,000 | 0,032 | 0,032 | 0,974 |

Source: Data processed (2023)

Table 7 shows that the results of the moderation test analysis using SmartPLS 3 bootstrapping resulted in a path coefficient value of 0.001, a p-value of 0.974, and a T-Statistics value of 0.032. The p-value is greater than 0.05 and the T-statistic value is smaller than the t-table value (1.96), which indicates that hypothesis 2 cannot be accepted. This indicates that the job satisfaction variable cannot moderate the influence of organizational commitment on the performance of PT employees. PLN (Persero) UP 3 Malang ULP Kepanjen.

According to Sianipar (2014), organizational commitment is an employee's decision to continue membership in an organization by wholeheartedly accepting the organization's goals and making the

best contribution to the progress of the organization. Kreitner (2004) states that organizational commitment is the extent to which an employee identifies with the organization and wants to continue to actively participate in it. In this research, measurement indicators are used according to Lincoln and Bashaw in Sopiah (2008), suggesting that organizational commitment has three indicators, namely employee willingness, employee loyalty, and employee pride in the organization. Based on the results of the analysis of the range of scales that have been obtained, organizational commitment at PT. PLN (Persero) UP 3 Malang ULP Kepanjen from the explanation of each questionnaire statement item that has been distributed, shows the average of the respondents' answers that have been given so that it can be concluded that in general the organizational commitment to PT. PLN (Persero) UP 3 Malang ULP Kepanjen received very good criteria.

The phenomenon of organizational commitment has a significant impact on job performance and satisfaction. Employees who have a high level of commitment tend to work harder, have lower absenteeism rates, and contribute positively to the organizational culture. Therefore, management at PT. PLN (Persero) UP 3 Malang ULP Kepanjen often tries to increase employee commitment through various strategies, such as developing a positive work culture, providing career development opportunities, and providing rewards for good performance.

Performance is a measure of the good and bad of an employee as long as the employee does his job, the results of which are evaluated by the actions taken by the employee. In this research, measurement indicators are used according to Robbins (2015), indicators for measuring employee performance are: (1) Work Quality; (2) Quantity; (3) Timeliness; (4) Effectiveness; (5) Independence. Based on the results of the analysis of the range of scales that have been obtained, the performance at PT. PLN (Persero) UP 3 Malang ULP Kepanjen from the explanation of each questionnaire statement item that has been distributed, shows the average of the respondents' answers that have been given so that it can be concluded that in general the performance at PT. PLN (Persero) UP 3 Malang ULP Kepanjen received very good criteria.

The performance phenomenon can be seen from various points of view, including from the perspective of individuals, teams, and organizations, at PT. PLN (Persero) UP 3 Malang ULP. Good performance is usually based on previously set goals and the extent to which these goals are achieved. Good performance is also related to the ability to innovate and find creative solutions to the challenges faced.

Job satisfaction can be interpreted as a person's attitude towards work that is pleasant or unpleasant, which includes aspects of his work. Job satisfaction refers to a person's attitude towards the environment in which he works, which is positively related to work according to the assessment of each employee. In this research, measurement indicators are used according to Afandi, (2018), job satisfaction indicators include work, wages, promotions, supervisors, and co-workers. Based on the results of the analysis of the range of scales that have been obtained, job satisfaction at PT. PLN (Persero) UP 3 Malang ULP Kepanjen from the explanation of each questionnaire statement item that has been distributed, shows the average of the respondents' answers that have been given so that it can be concluded that in general job satisfaction at PT. PLN (Persero) UP 3 Malang ULP Kepanjen received very good criteria.

The phenomenon of job satisfaction is a term that refers to the level of employee satisfaction and happiness in their work at PT. PLN (Persero) UP 3 Malang ULP Kepanjen. It is an employee's subjective response to various aspects of their job, including the work environment, relationships with coworkers and superiors, compensation, opportunities for growth, work-life balance, and the degree to which the job meets their expectations and values. It is important to note that job satisfaction is a subjective

phenomenon and can vary between individuals and situations. Some employees may feel very satisfied with their jobs, while others may feel less satisfied even under similar conditions. Management of PT. PLN (Persero) UP 3 Malang ULP Kepanjen needs to understand and pay attention to the factors that influence employee job satisfaction and try to create a supportive work environment to increase the overall level of job satisfaction.

Hypothesis regarding the influence of organizational commitment on PT PLN (Persero) UP 3 Malang ULP Kepanjen employee performance. The analysis results show that H_0 is rejected and H_a is accepted. This means that the organizational commitment variable (X_1) has a positive and significant influence on the performance of PT employees. PLN (Persero) UP 3 Malang ULP Kepanjen. This shows that the better the organizational commitment, the better the performance of PT employees. PLN (Persero) UP 3 Malang ULP Kepanjen will also increase, so the first hypothesis is accepted.

Good organizations consist of dedicated people. The higher the commitment value of each individual, the better the organizational performance. Committed people always give their best for what they promise. According to Kaswan (2017), organizational commitment is a measure of an employee's willingness to remain with the company in the future.

Commitment often reflects an employee's belief in the mission and goals of the organization, a willingness to try to get the job done, and a desire to continue working there. Kreitner & Kinicki in Kaswan (2017) state that organizational commitment reflects how individuals identify themselves with the organization and are bound by its goals. According to Sianipar (2004), organizational commitment is an employee's decision to continue membership in an organization by wholeheartedly accepting the organization's goals and making the best contribution to the progress of the organization. Kreitner (2004) states that organizational commitment is the extent to which an employee identifies with the organization and wants to continue to actively participate in it.

Mathis and Jackson in Sopiah (2008) also state that organizational commitment is the extent to which employees believe and are willing to accept the organization's goals and will stay or not leave the organization. The existence of good organizational commitment can improve employee performance. This is reinforced by research conducted by Adhan *et al.*, (2020) which explains that organizational commitment is proven to directly and significantly affect performance.

Hypothesis regarding the influence of organizational commitment on employee performance in moderating job satisfaction of PT employees. PLN (Persero) UP 3 Malang ULP Kepanjen. The analysis results show that H_0 is accepted and H_a is rejected. This means that the job satisfaction variable cannot moderate the influence of organizational commitment on the performance of PT employees. PLN (Persero) UP 3 Malang ULP Kepanjen.

High organizational commitment has a positive impact on employees. Job satisfaction, morale, good performance, and the desire to stay with the company. Organizational commitment encourages employees to maintain their jobs and the quality of work they should do. Employees who have high organizational commitment tend to show good performance, loyalty, and totality so turnover in the company will tend to be low. According to Strcers (1991) in Sopiah (2008), employees who are low in commitment will have an impact on turnover, high absenteeism, increased work slowness a lack of intensity to remain employees in the organization, low quality of work, and a lack of loyalty to the company. Therefore, every employee must be committed to their company. Employees who have an affectionate commitment will tend to be loyal enough to continue working within the company.

If a company has good organizational commitment, the performance of the company's employees will also be good. Handoko (2003) revealed that the quality of human resources must always be developed and directed to achieve the goals set by a company or organization. Dissatisfied employees

may be employees who produce high, medium, or low production and they will continue to tend to increase their level of achievement if they do not feel satisfied with the work they provide to the company. Therefore the company must be fair to employees who cause satisfaction. for them. The level of employee job satisfaction can lead to greater commitment, but it can also lead to smaller commitment which then affects efforts and ultimately affects performance. As a result, there is a clear and ongoing relationship between employee performance and employee satisfaction and effort.

A high level of commitment will cause individuals to care about the fate of the organization and try to make it better. Job satisfaction will give rise to organizational commitment and then organizational commitment will influence employee performance. Abdulloh (2006) stated that the variables of organizational culture, locus of control, and job satisfaction have a direct and significant effect on employee performance. Employee performance variables, organizational culture variables, and locus of control have a positive effect on job satisfaction. Job satisfaction also has a positive impact on employee performance. Damayanti (2021) in her research that partially, work commitment has a significant effect, while job satisfaction has no significant effect on employee performance. Work commitment and job satisfaction have a big influence on the performance obtained by employees. The higher the commitment, the higher the responsibility entrusted to them, and the higher level of responsibility will have an impact on the performance carried out by employees.

CONCLUSION

Based on the data gathered from research on the Influence of Organizational Commitment on Employee Performance with Job Satisfaction as a Moderating Variable at PT. PLN (Persero) UP 3 Malang ULP Kepanjen, involving 50 respondents, several conclusions were drawn. Firstly, the employee performance at PT. PLN (Persero) UP 3 Malang ULP Kepanjen was categorized as good, with both Organizational Commitment and Job Satisfaction rated as high. Secondly, it was found that Organizational Commitment significantly impacts the performance of employees at PT. PLN (Persero) UP 3 Malang ULP Kepanjen, indicating that higher organizational commitment correlates with better employee performance. However, the research showed that Job Satisfaction does not moderate the influence of organizational commitment on employee performance at PT. PLN (Persero) UP 3 Malang ULP Kepanjen, implying that Job Satisfaction neither strengthens nor weakens the impact of organizational commitment on employee performance.

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