

The Influence of Organizational Commitment and Motivation on Employee Performance Through Job Satisfaction (Case Study: Contract Workers at a Power Plant in Pasuruan Regency)

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ABSTRACT

Generation Business Unit (UBP) Grati, a Gas and Steam Power Plant (PLTGU) located in Pasuruan Regency, East Java, had consistently surpassed its unit performance targets until a notable decline was observed in the first half of 2025. This study aims to investigate the factors contributing to this decline, explicitly focusing on the influence of organizational commitment and motivation on employee performance, with job satisfaction serving as a mediating factor. The research centers on the contract-based workforce (PKWT) at UBP Grati, which constitutes a substantial 47% of the total workforce. Employing a quantitative approach, the study's population consisted of these contract workers, from which a sample of 142 respondents was selected through purposive sampling. Data collection involved questionnaires, interviews, and documentation, with analysis conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS 3.2.9. The findings indicate that organizational commitment and job satisfaction have direct and significant impacts on employee performance. However, motivation does not exhibit a significant direct effect on performance. Notably, the results demonstrate that both organizational commitment and motivation exert important indirect effects on employee performance when mediated by job satisfaction. These findings emphasize the vital role of job satisfaction in transforming both commitment and motivation into enhanced performance for contract workers at UBP Grati.

Keywords: *Employee Performance; Job Satisfaction; Motivation; Organizational Commitment*

INTRODUCTION

In an increasingly competitive global environment, companies must consistently explore new strategies to tackle contemporary challenges. Ali (2019) defines strategy as the method, pattern, or plan for achieving an organization's mission, seamlessly integrating core objectives and policies into a unified set of actions. Organizational strategy encompasses general principles aimed at realizing the company's mission and selecting the most effective path to achieve it. At the heart of organizational missions is the goal of optimal performance, which necessitates robust performance management. According to Aguinis (2019), performance management is a continuous process that includes goal setting, progress monitoring, and providing feedback to enhance both

individual and organizational performance. This underscores performance management goes beyond sporadic evaluations; instead, it involves an ongoing developmental cycle.

PLN Indonesia Power, the power generation sub-holding of PT. PLN (Persero) oversees 36 Power Generation Business Units (UBP) and one Maintenance Business Unit (UBH) across Indonesia. UBP Grati, a Gas and Steam Power Plant (PLTGU) located in Pasuruan Regency, East Java, plays a vital role in ensuring a stable electricity supply. With an installed capacity of 1,060.11 MW, UBP Grati generates electricity for the Java and Bali interconnection system at both 150 KV and 500 KV. Since the second half of 2021, the facility has consistently surpassed unit performance targets; however, a projected decline in performance is anticipated for the first half of 2025. The overall performance of the organization is the collective outcome of the individual performances of those engaged in managerial activities, underscoring the pivotal role that employee performance plays in achieving organizational goals. According to Campbell and Wiernik (2015), employee performance encompasses a range of expected behaviors that contribute to organizational success, highlighting that performance includes not only the results achieved but also the underlying processes and behaviors involved.

The Contract-Based Workforce (TAD) constitutes the largest employee demographic within the company, with individuals under Fixed-Term Employment Agreements (PKWT) accounting for 47% of the total workforce. This substantial representation highlights the significant influence their performance has on the overall success of the company. A noteworthy phenomenon among TAD employees is the status disparity, with some holding PKWT status while others are employed under Permanent-Term Employment Agreements (PKWTT). Ariningtyas and Suwanto (2022) elaborate that the Indonesian government introduced Law No. 11 of 2020, known as the Job Creation Law (Omnibus Law), to eliminate unnecessary redundancies and streamline regulations across various sectors. Puspitaningtyas and Waluyo (2024) further note that the Job Creation Law has seen several amendments, particularly related to the duration of PKWT. Specifically, Government Regulation instead of Law (Perpu) No. 2 of 2022, which was enacted in late 2022 and later ratified as Law No. 6 of 2023, brought about additional changes.

Judge and Kammeyer-Mueller (2019) emphasize that job satisfaction not only enhances individual performance but can also significantly impact team dynamics and overall organizational performance, highlighting the necessity of a supportive work environment. In a study conducted by Agustina, Rachmawati, and Alamsyah (2022), it was demonstrated that job satisfaction positively and significantly influences employee performance. However, research by Andara (2020) found no such correlation. Additionally, researchers at UBP Grati have noted a decrease in job satisfaction among certain PKWT TAD employees, attributing these issues to their employment status.

Existing research on organizational commitment presents a variety of findings. Tuasikal, Bukhori, and Ruspitasari (2024) identified a positive and significant relationship between organizational commitment and employee performance, while

Sartika and Pragiwani (2020) found no significant impact in their study. Meyer and Allen (2020) define organizational commitment as a psychological state that binds individuals to the organization, encompassing affective, normative, and continuance components. This definition suggests that it involves emotional attachment and a sense of moral responsibility, rather than mere loyalty. Interviews with employees revealed that those with PKWTT status demonstrate strong organizational commitment, whereas PKWT employees exhibit lower levels of commitment due to their temporary job status.

The impact of work motivation on individual performance presents conflicting findings. Yuliana, Rachmawati, and Fathorrahman (2022) highlighted a significant relationship, underscoring the necessity of nurturing motivation to enhance team performance. Conversely, research conducted by Hidayat (2021) and Khairunnisa & Gulo (2022) indicated no significant effect. According to Deci and Ryan (2018), optimal motivation hinges on the fulfillment of three basic psychological needs: autonomy, competence, and relatedness. Meeting these needs is essential not only for intrinsic motivation but also for improved performance and overall well-being, ultimately fostering greater employee engagement and productivity. Gagné and Deci (2005) differentiate between intrinsic motivation, which arises from within, and extrinsic motivation, influenced by external factors. Generally, intrinsic motivation leads to more favorable outcomes, such as enhanced job satisfaction and performance. Observations at UBP Grati reveal that TAD employees with PKWTT status tend to demonstrate high work motivation. In contrast, PKWT employees show lower motivation levels, mainly due to uncertainties surrounding their job security.

While organizational commitment and motivation can significantly influence performance, their connection is not always straightforward. According to Spector (1997), job satisfaction refers to an individual's positive or negative feelings towards their job, encompassing various dimensions such as tasks, the work environment, and relationships with colleagues, highlighting its multifaceted nature. Job satisfaction frequently acts as a mediating variable that links organizational commitment and motivation to employee performance. Essentially, employees who experience satisfaction in their work are likely to perform better, particularly when supported by strong commitment and high motivation levels. Employee performance plays a crucial role in sustaining a company's competitiveness. A noted decline in job satisfaction among PKWT TAD employees may adversely affect their organizational commitment and motivation, ultimately impacting their performance. Organizational commitment represents employee loyalty and attachment, while motivation involves the internal and external drivers that influence work enthusiasm. Both factors are vital in determining how effectively employees contribute to achieving organizational goals. This context prompted the current research to explore and analyze the influence of organizational commitment and motivation on PKWT TAD employee performance, with job satisfaction serving as a mediating factor.

This study aims to conduct a comprehensive investigation and analysis of several key relationships within PLN Indonesia Power UBP Grati, based on the background

and problem formulation outlined earlier. Specifically, the research seeks to examine the direct effects of organizational commitment, motivation, and job satisfaction on the performance of contract-based employees (PKWT). Additionally, it aims to determine the direct impact of organizational commitment and motivation on the job satisfaction of these PKWT employees. A significant objective of this study is to explore the indirect influence of organizational commitment and motivation on the performance of PKWT employees, with job satisfaction serving as a crucial mediating variable in these relationships.

METHOD

This research utilized a quantitative correlational approach, primarily aimed at examining the impact of organizational commitment and motivation on employee performance, mediated by job satisfaction. The choice of a quantitative methodology was based on its effectiveness in testing causal relationships between variables using numerical data that can be subjected to statistical analysis, as noted by Sugiyono (2022). The correlational design of the study facilitated an analysis of the relationships among the research variables, which, according to Nazir (2018), is essential for understanding the extent of interconnections among variables within a specific population.

In quantitative research, the term "population" refers to the general area that encompasses objects or subjects with specific qualities and characteristics as defined by the researcher for study and drawing conclusions (Sugiyono, 2020). For this study, the population consisted of all contract-based workforce (TAD) employees holding fixed-term employment agreements (PKWT) at PLN Indonesia Power UBP Grati at the time of the research, totaling 219 individuals. To ensure representativeness, a sample representing a portion of this population was carefully selected (Syahza, 2021). Although studying the entire population is ideal when it is relatively small and resources allow, a sample was utilized due to practical constraints. The Slovin formula was applied to determine the sample size (n) from the population (N), using a margin of error of 5% (0.05), resulting in a sample size of 141.58, which was rounded up to 142 employees. The specific sampling technique employed was proportionate random sampling.

Data collection is a vital step in research, serving the primary aim of gathering the necessary information to fulfill the study's objectives (Sugiyono, 2020). The data collection process was structured around the variables specified in the research hypotheses. Primary data, defined as information directly obtained by the researcher from its source (Syahza, 2021), was collected using questionnaires distributed to respondents via Google Forms. Questionnaires are a common technique for data gathering, presenting a series of written questions or statements for respondents to address (Sugiyono, 2022). In this study, a Likert scale was employed—a standard tool in quantitative research for assessing attitudes, opinions, and perceptions of individuals or groups regarding social phenomena (Sugiyono, 2022). Respondents were presented with various statements and asked to indicate their level of agreement or disagreement

by selecting one of five provided points. Additionally, secondary data, which is derived from documented sources by institutions or companies and is generally available to the public (Syahza, 2021), was collected from a variety of literature sources, including research journals, books, articles, and websites, primarily for the literature review.

For the data analysis, the study employed partial least squares structural equation modeling (PLS-SEM) using SmartPLS 3.2.9 statistical analysis software. This approach was selected due to its effectiveness in examining complex relationships between observed and latent variables, primarily when the research focuses on predicting dependent variables and investigating mediating effects.

FINDINGS AND DISCUSSION

PLN Indonesia Power, a leading power generation sub-holding of PT PLN (Persero), was established on October 3, 1995, originally under the name PT PLN Pembangkitan Jawa Bali I (PT PJB I). On October 8, 2000, the company rebranded as Indonesia Power, reflecting its commitment to becoming a business-oriented and independent power generation entity. A significant transformation took place on September 21, 2022, when the organization was renamed PLN Indonesia Power, reinforcing its status as the largest power generation company in Southeast Asia with a total capacity of 21.08 GW. Currently, PT PLN Indonesia Power oversees 36 Power Generation Business Units (UBP) and one Maintenance Business Unit (UBH).

The Grati Power Generation Business Unit (UBP Grati) is strategically situated in Pasuruan Regency, East Java. PLN Indonesia Power UBP Grati comprises three operational blocks, collectively boasting a total installed capacity of 1,060.11 MW. Block I includes one Gas Turbine (100.75 MW) and one Steam Turbine (159.58 MW), which operate on dual fuel sources of natural gas and high-speed diesel (HSD). Block II consists of three Gas Turbines (100.75 MW each) and one Steam Turbine (195 MW), also utilizing dual fuel. Block III is equipped with two Gas Turbines (153 MW each) and one Steam Turbine (195 MW), all powered by natural gas. The operations of PLTGU Grati are carefully aligned with the requirements of its sole customer, PT PLN Persero P2B, in response to the demands of the Java-Bali Electricity System. Specifically, PLTGU Grati Blocks I and III provide power to the Java-Bali 500 KV electricity system, while Block II serves the 150 KV Java-Bali electricity system.

To effectively support its extensive operational activities, PLN Indonesia Power UBP Grati employs not only a workforce of permanent (organic) employees but also a significant number of Outsourced Personnel (Tenaga Alih Daya). These outsourced workers fulfill various essential roles, including Junior Officers, Security, Cleaning Services, Drivers, Technicians, and Administrative staff. They are provided by Outsourcing Companies that partner with PLN Indonesia Power UBP Grati. As the client for this workforce, UBP Grati does not maintain a direct employment relationship with these Outsourced Employees; instead, their employment status is linked to their respective Outsourcing Companies. This arrangement creates a distinction in employment status among outsourced workers, with some holding Permanent-Term Employment Agreements (PKWTT) and others under Fixed-Term

Employment Agreements (PKWT). The strategy of each Outsourcing Company determines the diverse employment statuses. Nevertheless, PLN Indonesia Power is committed to ensuring that the rights of these Outsourced Employees are upheld by their employment agreements and applicable regulations.

Respondent Profile

An overview of respondent characteristics by job sector can be seen in the table below.

Table 1. Respondent Profile by Job Sector

Job Sector	Frequency	Valid Percent
Administration	16	11.27
Cleaning Service	35	24.65
Driver	13	9.15
Security	52	36.62
Technician	26	18.31

Source: Data Processed by Researchers, 2025

According to the table provided, the Security sector has the highest number of respondents, totaling 52, which accounts for 36.63% of the sample. In contrast, the Drivers represent the smallest group, with only 13 respondents, making up 9.15% of the total. This distribution of respondents across various job sectors is consistent with the proportionate random sampling method utilized, resulting in an overall sample size of 142 respondents.

An overview of respondent characteristics by years of employment can be seen in the table below.

Table 2. Respondent Profile by Years of Employment

Years of Employment	Frequency	Valid Percent
Less Than 5 Years	27	19.01
More Than 5 Years	115	80.99

Source: Data Processed by Researchers, 2025

According to the table above, a significant majority of respondents—115 individuals, or 80.99%—have been with the company for more than 5 years. In contrast, those with less than 5 years of service represent 19.01%. This predominance of long-term respondents can be attributed to the outsourcing companies' practice of retaining existing human resources despite changes within the company. As a result, even when respondents transition between outsourcing firms, their cumulative length of service with UBP Grati, as the service user, continues to be acknowledged.

An overview of respondent characteristics by gender can be seen in the table below.

Table 3. Respondent Profile by Gender

Gender	Frequency	Valid Percent
Male	135	95.07
Female	7	4.93

Source: Data Processed by Researchers, 2025

According to the table above, a significant majority of respondents are male, constituting 95.07% of the total. In contrast, female respondents make up merely 4.93%. This predominance of male respondents can be attributed to the nature of work in the power plant sector, which typically favors male workers due to the physically demanding tasks and shift-based work system that are required.

An overview of respondent characteristics by birth generation can be seen in the table below.

Table 4. Respondent Profile by Birth Generation

Birth Generation	Frequency	Valid Percent
Generation X (Born 1965-1979)	31	21.83
Generation Y (Born 1980-1994)	70	49.30
Generation Z (Born 1995-2009)	41	28.87

Source: Data Processed by Researchers, 2025

According to the table above, the largest segment of respondents belongs to Generation Y (born 1980-1994), comprising 49.30% of the total. Generation X (born 1965-1979) accounts for 21.83%, while Generation Z (born 1995-2009) makes up 28.87%. The majority of respondents are from Generation Y, representing an age range of 31 to 45 years at the time of the study. This demographic suggests that the company benefits from a workforce in their productive years who also bring relevant work experience, thereby contributing effectively to the achievement of performance targets.

Descriptive Statistical Analysis

According to the employee performance questionnaire, the average score for the technical competence indicator was 3.85. While this suggests that respondents perceive their technical skills as reasonably good, it was the lowest score among the various indicators. This highlights an opportunity for further enhancement through targeted training or skill development. On the other hand, the average score for the communication competence indicator was 4.02, indicating that respondents feel adequately equipped to communicate effectively in their work environment, both verbally and in writing. This proficiency is essential for facilitating smooth task execution and minimizing misunderstandings. The work discipline indicator achieved

an impressive average score of 4.45, marking it as the highest-scoring dimension. This reflects an extreme level of discipline among respondents, which is a critical asset in promoting productivity and ensuring workplace safety. Additionally, the adaptability indicator received an average score of 4.12, indicating that respondents are fairly adaptable in responding to changes and challenges within the work environment, including their willingness to learn and adjust tasks according to company needs. Overall, the average score across all indicators was 4.11, suggesting that employees generally demonstrate exemplary performance. While work discipline emerges as a significant strength, technical competence is recognized as an area with potential for further improvement.

According to the job satisfaction questionnaire, the average score for the salary indicator was 4.18, suggesting that most respondents are satisfied with their compensation. The supervision indicator received an average score of 4.24, indicating that respondents are highly pleased with the oversight they receive from their superiors. Notably, the co-worker indicator achieved the highest average score of 4.36, reflecting a strong sense of satisfaction among respondents regarding their relationships and support from colleagues. The nature of work indicator scored an average of 4.15, which shows that respondents are generally content with the characteristics of their roles. Overall, the average score across all indicators was 4.23, illustrating that employees feel significantly satisfied with various aspects of their jobs. The co-worker dimension stood out as a key strength, while the salary and nature of work dimensions were recognized as areas that could benefit from further enhancement.

According to the organizational commitment questionnaire, the average score for the affective commitment indicator was 4.19, reflecting that respondents possess a strong sense of moral obligation and loyalty towards the company. The normative commitment indicator garnered an average score of 4.28, indicating that respondents feel a sense of duty to remain with the organization. In contrast, the average score for the continuance commitment indicator was 3.79, suggesting that respondents perceive a degree of reliance on the company for their financial stability. Overall, the average score across all indicators was 4.09, highlighting that employees generally demonstrate a commendable level of commitment to the organization. Notably, normative commitment emerges as a particular strength, while continuance commitment is recognized as an area that could benefit from further development.

According to the motivation questionnaire, the average score for the autonomy indicator was 3.76, suggesting that most respondents perceive a reasonable level of autonomy in their work. The average score for the competence indicator was 4.09, indicating that respondents feel reasonably competent in their roles and see opportunities for further skill development. The average score for the relatedness indicator reached 4.05, reflecting that respondents enjoy strong social connections at work and maintain a satisfactory work-life balance. Overall, the average score across all indicators was 3.97, which demonstrates that employees generally exhibit good work motivation. The primary strengths lie in the areas of competence and relatedness, while autonomy has been identified as a potential area for improvement.

SmartPLS Statistical Analysis

The direct effects in PLS-SEM using SmartPLS 3.2.9 can be observed through the Path Coefficients, while the indirect effects are detailed in the Specific Indirect Effect section. The path coefficient, or inner model value, indicates the level of significance for hypothesis testing. For hypothesis testing at an alpha level of 5% and a power of 80%, the T-statistic score for the path coefficient must exceed 1.96 for a two-tailed hypothesis and 1.64 for a one-tailed hypothesis (Hamid & Anwar, 2019).

Table 5. Path Coefficients

No	Variable		<i>t statistic</i>	<i>P</i>	Explanation
	Exogenous	Endogenous			
1	Job Satisfaction	Employee Performance	6.419	0.000	Significant
2	Organizational Commitment	Job Satisfaction	3.919	0.000	Significant
3	Organizational Commitment	Employee Performance	2.838	0,005	Significant
4	Motivation	Job Satisfaction	3.554	0.000	Significant
5	Motivation	Employee Performance	1.654	0.099	Not significant

Source: Data Processed by Researchers, 2025

The Influence of Job Satisfaction on Employee Performance

The analysis reveals that job satisfaction has a significantly positive impact on employee performance. The T-statistic value of 6.419 far exceeds the critical threshold of 1.96 at a 5% significance level, and the p-value of 0.000 further affirms the statistical significance of this relationship. Consequently, it is concluded that higher job satisfaction among employees correlates with enhanced performance levels. Based on the survey responses, employees reported high job satisfaction, averaging a score of 4.23. Notably, the indicator for co-worker relationships received the highest score of 4.36, indicating that employees perceive strong connections with their colleagues and value social support in the workplace. Interpersonal relationships and supervisory support highlighted key strengths in overall job satisfaction. These findings are consistent with previous research by Agustina, Rachmawati, & Alamsyah (2022) and Yuliana, Rachmawati, & Fathorrahman (2022), which also demonstrated a significant positive effect of job satisfaction on employee performance. However, this stands in contrast to the study by Andara (2020), which reported no impact of job satisfaction on employee performance.

The Influence of Organizational Commitment on Job Satisfaction

Organizational commitment has been identified as a significant factor influencing job satisfaction. The T-statistic value of 3.919 and a p-value of 0.000 indicate that this relationship is statistically significant. According to the results from the distributed questionnaires, the strongest indicator of commitment was found to be normative commitment, which received an average score of 4.28. This suggests that employees perceive a moral obligation to remain with the company, reflecting deeply ingrained

values of loyalty and responsibility. This finding is consistent with research conducted by Agustina, Rachmawati, and Alamsyah (2022), which also demonstrated a significant positive effect of commitment on job satisfaction. In contrast, the study by Putri & Setyaningrum (2023) reported that organizational commitment did not have a significant impact on job satisfaction.

The Influence of Organizational Commitment on Employee Performance

Organizational commitment also has a direct influence on employee performance, albeit not as firmly as job satisfaction. This relationship is statistically significant, as indicated by a T-statistic of 2.838 and a p-value of 0.005. Feedback from distributed questionnaires reveals that employees exhibit a high level of commitment to the company, with an average score of 4.09. Notably, the normative commitment indicator received the highest score at 4.28, suggesting that employees feel a strong obligation to remain with the organization. Those with high levels of commitment tend to demonstrate dedication and responsibility in completing their tasks, which positively affects their performance. This conclusion is consistent with research by Agustina, Rachmawati, and Alamsyah (2022) as well as Tuasikal, Bukhori, and Ruspitasari (2024), both of which indicate that organizational commitment significantly enhances employee performance. However, these findings contrast with those of Sartika and Pragiwani (2020), who reported no significant impact of organizational commitment on employee performance.

The Influence of Motivation on Job Satisfaction

Motivation has been found to exert a positive and significant influence on job satisfaction. This relationship is statistically confirmed, with a T-statistic of 3.554 and a p-value of 0.000. An analysis of the distributed questionnaires revealed that competence emerged as the strongest indicator, with an average score of 4.09. This suggests that employees feel capable and possess the requisite skills for their roles, leading to a sense of competence and social acceptance within the workplace. These findings are consistent with the research conducted by Rusianto, Rachmawati, and Fathorrahman (2023). In contrast, they differ from the study by Rivaldo & Ratnasari (2020), which concluded that motivation did not significantly impact job satisfaction.

The Influence of Motivation on Employee Performance

Unlike the other relationships examined, the direct influence of motivation on employee performance did not reach statistical significance. With a T-statistic of 1.654 and a p-value of 0.099, this relationship did not meet the significance threshold at the 5% level. Analysis of the distributed questionnaires revealed that autonomy was the weakest indicator, with a score of 3.76, suggesting that some employees feel they lack full control over how they complete their tasks. The company may need to grant employees greater flexibility in determining their work methods to foster motivation. This finding aligns with research conducted by Hidayat (2021) and Khairunnisa & Gulo (2022), which similarly indicated that motivation does not significantly impact employee performance. In contrast, the study by Yuliana, Rachmawati, and

Fathorrahman (2022) suggested that work motivation does have a significant effect on employee performance.

Table 6. Specific Indirect Effect

No	Variable			<i>t</i> <i>statistic</i>	<i>P</i>	Explanation
	Exogenous	Mediator	Endogenous			
1	Organizational Commitment	Job Satisfaction	Employee Performance	3.673	0.000	Significant
2	Motivation	Job Satisfaction	Employee Performance	3.206	0.001	Significant

Source: Data Processed by Researchers, 2025

The Influence of Organizational Commitment on Employee Performance Through Job Satisfaction

The analysis results reveal that organizational commitment exerts a significant indirect influence on employee performance through job satisfaction, which serves as a mediating variable. With a T-statistic of 3.673, the findings exceed the critical threshold of 1.96 at a 5% significance level, and a p-value of 0.000 confirms that this relationship is statistically significant. Consequently, job satisfaction enhances the impact of organizational commitment on employee performance. Based on the distributed questionnaires, the strongest indicator identified was normative commitment, which received an average score of 4.28, suggesting that employees feel a moral obligation to remain with the organization. This high level of normative commitment indicates that values of loyalty and responsibility are deeply rooted among employees. This finding is consistent with the research conducted by Agustina, Rachmawati, and Alamsyah (2022), which also demonstrated that commitment significantly influences employee performance through job satisfaction.

The Influence of Motivation on Employee Performance Through Job Satisfaction

Motivation exerts a notable indirect influence on employee performance via job satisfaction. A T-statistic of 3.206 and a p-value of 0.001 demonstrate that this relationship is statistically significant. This finding indicates that although the direct effect of motivation on performance is not significant, its indirect impact through job satisfaction plays a crucial role in enhancing employee performance. Analysis of the distributed questionnaires revealed that the strongest indicator was competence, with an average score of 4.09. This implies that employees feel capable and possess the necessary skills for their roles, deriving satisfaction from their abilities. Moreover, employees perceive themselves as competent and socially accepted within the work environment. These results are consistent with the research conducted by Rusianto, Rachmawati, and Fathorrahman (2023), which similarly found that motivation significantly affects employee performance through job satisfaction. However, these outcomes differ from a study by Hidayat (2021), which suggested that motivation did not significantly influence employee performance through job satisfaction.

CONCLUSION

Based on the data analysis and research findings, it can be concluded that organizational commitment has a significant impact on employee performance at PLN Indonesia Power UBP Grati, particularly for TAD PKWT workers. Conversely, no significant effect of motivation on employee performance was identified. However, job satisfaction is shown to influence employee performance significantly. Additionally, the study establishes a significant relationship between organizational commitment and job satisfaction, with motivation also demonstrating a significant impact on job satisfaction. Importantly, both organizational commitment and motivation significantly affect employee performance when mediated by job satisfaction.

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