



RESEARCH ARTICLE

Influence Human Resource Management (HRM) And Organizational Culture Towards Organizational Commitment Through Job Satisfaction: Case Study At PT. PLN (Persero) Raya Jakarta Distribution Unit

Putra Ramadhan Alkodri^{1*}, Dewi Susita², Osly Usman³

^{1,2,3} Master of Management Study Program, Faculty of Economics, Universitas Negeri Jakarta, Indonesia

ARTICLE INFO	ABSTRACT
<p>Received: Aug 11, 2024 Accepted: Nov 4, 2024</p> <hr/> <p>Keywords</p> <p>Human Resource Management (HRM) Organizational Culture Job Satisfaction</p> <hr/> <p>*Corresponding Author: putra_kodri@yahoo.co.id</p>	<p>The aim of this research is to analyze the influence of human resource management (HRM) and organizational culture on organizational commitment through job satisfaction in PT. PLN (Persero) Greater Jakarta Distribution Unit. The research design used was descriptive with the sampling technique used purposive sampling. The data collection method uses a survey method. This study's population was PT PLN (Persero) Greater Jakarta Distribution Area Unit employees who had held positions as Specialist and Generalist Functional Staff for more than 3 years. Where the population is 843 so the sample used is 265 employees. The analytical tools used in this research are SPSS 22 and AMOS 24. This research shows that 1) is available influence Human Resource Management (HRM) on Job Satisfaction at PT. PLN (Persero) Greater Jakarta Distribution Unit, 2) there is influence Human Resource Management (HRM) towards Organizational Commitment at PT. PLN (Persero) Greater Jakarta Distribution Unit, 3) there is an influence between Organizational Culture on Job Satisfaction at PT. PLN (Persero) Greater Jakarta Distribution Unit, 4) there is an influence between Organizational culture towards Organizational Commitment at PT. PLN (Persero) Greater Jakarta Distribution Unit, 5) there is an influence between Job Satisfaction and Organizational Commitment at PT. PLN (Persero) Greater Jakarta Distribution Unit, 6) there is an influence between Human Resource Management (HRM) on Organizational Commitment through Job Satisfaction at PT. PLN (Persero) Greater Jakarta Distribution Unit, and 7) there is an influence between Organizational Culture on Organizational Commitment through Job Satisfaction at PT. PLN (Persero) Greater Jakarta Distribution Unit.</p>

INTRODUCTION

PT. The State Electricity Company (PLN) (Persero) stands as one of Indonesia's leading State-Owned Enterprises (BUMN), ranking among the top companies in the country, as evidenced by its inclusion in the prestigious Fortune Indonesia 100 list. In 2022, PT. PLN (Persero) demonstrated remarkable growth by posting a revenue increase of 19.82% compared to the previous year. This achievement solidified the company's position as a significant player in the Indonesian energy sector. PT. PLN (Persero) operates primarily in the electricity sector, a critical industry that fuels the nation's development and modern lifestyle. The company's dedication to excellence is reflected in the numerous awards it has recently received, such as the Indonesia User Experience of the Year for its PLN Mobile application, the Indonesia Digital Experience of the Year for its digital transformation across various business lines, and the Asian Experience Awards 2023, a prestigious accolade presented in Singapore. These awards underscore the company's commitment to customer satisfaction, digital innovation, and operational efficiency in the energy sector (CNN Indonesia, 2023).

In addition to its operational achievements, PT. PLN (Persero) has articulated an ambitious vision: to become the leading electricity company in Southeast Asia and the number one choice for customers seeking energy solutions. Achieving this vision requires a firm and unwavering commitment from all levels of the organization. Organizational commitment, in this context, refers to the intensity with which an organization binds its employees to its mission and goals. Employees who exhibit high levels of loyalty, consistency, and alignment with the company's values are more likely to contribute to its long-term success. These employees are inclined to remain with the organization, motivated not only by personal gain but by a genuine belief in the company's objectives. This intensity of commitment often leads to higher performance, reduced tardiness, better discipline, and a positive social impact, all of which contribute to the organization's overall growth (Putra and Sudibya, 2019).

Organizational commitment, as emphasized by Sari (2024), is mandatory for every employee if common goals are to be achieved. Employees with high normative commitment, who feel an obligation to the organization, typically perform better than those with low commitment levels. Meyer et al. (1993) and Robbins & Judge (2015) further categorize organizational commitment into three key dimensions: affective commitment, normative commitment, and continuance commitment. Each type of commitment plays a unique role in shaping employee behavior and organizational outcomes.

Affective commitment is often seen as the most powerful form of commitment. It is characterized by an emotional attachment to the organization, where employees feel a strong alignment with the company's values and goals. These employees derive satisfaction from their work, finding meaning in their roles and taking pride in their association with the organization. On the other hand, continuance commitment arises from an employee's perceived need to remain with the organization, often driven by financial necessity or a lack of alternatives. Normative commitment, by contrast, stems from a sense of obligation, where employees feel they must remain with the organization due to a moral or ethical duty. These distinctions are important because they highlight the different motivations behind employee commitment, and how each type influences organizational behavior and performance.

At PT. PLN (Persero), one tangible form of commitment is reflected in the company's efforts to enhance employee discipline, a critical factor in achieving its strategic goals. One example of this is the implementation of Regulation No. 0001.E/GM/2022, which outlines specific guidelines regarding employee working hours. According to this regulation, employees are expected to work from Monday to Thursday between 07:30 and 17:00, and on Fridays from 07:30 to 15:00. Additionally, to ensure accountability, employees are required to clock in and out, whether working from the office, from home, or on leave. Employees who are on leave, permission, or sick are obligated to fill in the Daily PLN application and seek approval from their supervisors. While this regulation is aimed at ensuring consistent attendance and punctuality, its implementation has not been entirely successful.

Specifically, PT. PLN (Persero) Jakarta Raya Distribution Unit (Disjaya), one of the company's key operational units, has encountered challenges in fostering affective commitment among its employees. Some employees feel that they are not treated fairly, leading to a misalignment between the company's values and their personal values. This lack of affective commitment is concerning because it directly impacts the company's ability to achieve its goals. Affective commitment is a critical component of organizational commitment, as it fosters a deep sense of loyalty and involvement among employees (Ingarianti, 2015). Organizational commitment, in this sense, can be defined as the identification of an employee's sense of loyalty and involvement in the organization or a specific unit within it (Gibson, 1997).

The challenges associated with organizational commitment at PT. PLN (Persero) are reflected in the company's attendance records. Data from January to June 2023 shows that an average of 418 employees, or approximately 31% of the 1,337 total employees at PT. PLN Disjaya, were late to work each month. This high rate of tardiness suggests that many employees are not fully engaged with their work, as evidenced by their failure to comply with the company's attendance policies.

Beyond issues of punctuality, another indicator of low commitment at PT. PLN (Persero) Disjaya is the increasing number of employees seeking transfers through the "At-Your-Own-Request" (APS) program. The APS program allows employees to request transfers to different units within the company due to personal reasons. While such requests are not uncommon, the rising number of

transfers in recent years is a cause for concern. In 2021, for example, seven employees requested transfers through the APS program, and three resigned. This number increased to nine transfers and two resignations in 2022. By 2023, the number of transfers had risen to 12, with one additional employee being demoted. This upward trend in APS transfers raises questions about the underlying causes of employee dissatisfaction and the broader implications for organizational commitment.

High turnover intentions, as demonstrated by the increase in APS transfers, are often linked to low organizational commitment. Empirical studies suggest that high turnover intentions can lead to increased absenteeism and other forms of disengagement. For example, Kalsum et al. (2022) found that personal desires to leave an organization were often accompanied by violations of discipline, such as absenteeism. Similarly, Oktavia & Kasmiruddin (2023) conducted a study at a hotel in Pekanbaru and found that employee tardiness had a negative impact on organizational commitment. These findings underscore the importance of addressing the root causes of employee dissatisfaction to improve organizational commitment.

Human resource management (HRM) plays a pivotal role in shaping organizational commitment. Effective HRM practices can help foster a sense of belonging and loyalty among employees, ultimately leading to higher levels of commitment. As noted by Mahfouz et al. (2021), HRM encompasses a wide range of activities, from recruitment and selection to training, development, and performance management. By focusing on these areas, organizations can create an environment where employees feel valued and motivated to contribute to the company's success. Aylott (2022) emphasizes that HRM should be viewed as a holistic approach to managing people, with a focus on aligning HR practices with the organization's strategic goals.

At PT. PLN (Persero) Disjaya, however, there is room for improvement in HRM practices, particularly in the area of employee training and development. Empirical studies suggest that insufficient training can negatively impact employee commitment. Rahayu et al. (2019), for example, found that ineffective training programs at the Jambi Provincial Government's Regional Secretariat hindered the achievement of organizational goals. This finding is supported by interviews with employees at PT. PLN Disjaya, who reported that training sessions were often inadequate, with instructors failing to explain material clearly and using language that was difficult to understand. This lack of effective training has left many employees feeling unprepared for their roles, particularly when they are transferred to new departments.

In addition to HRM, organizational culture plays a significant role in influencing organizational commitment. A positive organizational culture can foster a sense of unity and purpose among employees, helping them to align with the company's goals and values. Teguh (2022) notes that organizational culture is essential for building strong relationships among employees, which in turn enhances information sharing and collaboration. Similarly, Yusuf (2020) argues that organizational culture is closely tied to core values, which shape the way employees think, behave, and interact within the organization.

Unfortunately, the organizational culture at PT. PLN (Persero) Disjaya has shown signs of deterioration in recent years. A 2023 report on the company's organizational culture health revealed a decline in key indicators over the past three years. The survey results indicated that frequent changes, lack of transparency, and inconsistencies in regulations were among the main factors contributing to the decline. These issues have created confusion and frustration among employees, further eroding their commitment to the organization.

In conclusion, both HRM and organizational culture have a profound impact on organizational commitment. At PT. PLN (Persero) Disjaya, challenges related to employee discipline, turnover, training, and culture have highlighted the need for targeted interventions to improve organizational commitment. By addressing these issues, the company can enhance employee satisfaction, reduce turnover intentions, and ultimately achieve its strategic objectives.

RESEARCH METHODS

This research will use quantitative methods with a survey research type. This research will be carried out at one of the state-owned companies operating in the electricity sector, namely PT. PLN (Persero)

Disjaya Unit, whose head office is located at Jl. M.I. Ridwan Rais No.1 7, RT.7/RW.1, Gambir, Gambir District, Central Jakarta City, Special Capital Region of Jakarta 10110. The time of research carried out by researchers is within a period of 6 months, starting from November 2023 to April 2024. This time is the time interval that is considered appropriate. This research design uses quantitative explanation. Explanatory design aims to explain the influence between the variables studied by carrying out an analysis process to test hypotheses. Quantitative methods are research that is focused on a theoretical basis, then a hypothesis is formulated to be tested so that it leads to concrete events (Siyoto and Sodik, 2015).

The population of this research is all employees of PT. PLN (Persero) Disjaya unit with Specialist and Generalist Functional Staff positions totaling 843 employees, who will later become research correspondents. In determining the number of samples in this research, sampling instruments were used purposive sampling which is included in the non-probability sample. Purposive sampling taking research subjects based on certain considerations (Sidik & Sunarsi, 2021). In determining the sample size using SEM, no researcher has set a fixed sample size. Determination of the sample size in this study used the theory of Krejcie & Morgan, (1970). Where the population is 843 so the sample used is 265. The analytical tools used in this research are SPSS 22 and AMOS 24.

RESULTS AND DISCUSSION

Test Confirmatory Factor Analysis (CFA)

1. CFA Test of Organizational Commitment Variables

Test Confirmatory Factor Analysis (CFA) is used by researchers to check whether the indicator statements used to measure organizational commitment variables are in accordance with a good model and meet the thresholds for the chi-square index, significance (P), TLI, CFI, GFI, RMSEA, AGFI, and CMIN/DF. If the test results have not obtained a good model, it is necessary to modify the model so that it meets the requirements cut of value.

Table 1. Goodness of Fit Indices Organizational Commitment After Modification

Goodness of Fit Indices	Cut-off Value	Value of Research	Conclusion
Chi Square	Expected to be small	36,967	Expected to be small
Probability (P)	$\geq 0,05$	0,075	Fit
CMIN/DF	$\leq 2,00$	1,422	Fit
TLI	$\geq 0,95$	0,988	Fit
CFI	$\geq 0,95$	0,991	Fit
GFI	$\geq 0,90$	0,970	Fit
RMSEA	$\leq 0,08$	0,040	Fit
AGFI	$\geq 0,90$	0,948	Fit

Source: Data processing from researchers (2024)

The table above displays the results obtained after this adjustment or model evaluation, where the results have been declared fit. So, the organizational commitment variable can be continued in further testing.

2. This CFA variable Human Resource Management

Test Confirmatory Factor Analysis (CFA) is used by researchers to check whether the indicator statements are used to measure variables human resource management fit the model well and met the thresholds for chi-square index, significance (P), TLI, CFI, GFI, RMSEA, AGFI, and CMIN/DF. If the test results have not obtained a good model, it is necessary to modify the model so that it meets the requirements cut of value.

Table 2. Goodness of Fit Indices HRM After Modification

Goodness of Fit Indices	Cut-off Value	Value of Research	Conclusion
Chi Square	Expected to be small	20,037	Expected to be small
Probability (P)	$\geq 0,05$	0,094	Fit
CMIN/DF	$\leq 2,00$	1,541	Fit
TLI	$\geq 0,95$	0,987	Fit
CFI	$\geq 0,95$	0,992	Fit
GFI	$\geq 0,90$	0,979	Fit
RMSEA	$\leq 0,08$	0,045	Fit
AGFI	$\geq 0,90$	0,954	Fit

Source: Data processing from researchers (2024)

The table above displays the results obtained after this adjustment or model evaluation, where the results have been declared fit. So, variable human resource management can be continued in the next test.

3. CFA Test of Organizational Culture Variables

Test Confirmatory Factor Analysis (CFA) is used by researchers to check whether the indicator statements used to measure organizational culture variables correspond to a good model and meet the thresholds for the chi-square index, significance (P), TLI, CFI, GFI, RMSEA, AGFI, and CMIN/ DF. If the test results have not obtained a good model, it is necessary to modify the model so that it meets the requirements cut of value.

Table 3. Goodness of Fit Indices Organizational Culture After Modification

Goodness of Fit Indices	Cut-off Value	Value of Research	Conclusion
Chi Square	Expected to be small	10,833	Expected to be small
Probability (P)	$\geq 0,05$	0,055	Fit
CMIN/DF	$\leq 2,00$	2,167	Fit
TLI	$\geq 0,95$	0,982	Fit
CFI	$\geq 0,95$	0,991	Fit
GFI	$\geq 0,90$	0,983	Fit
RMSEA	$\leq 0,08$	0,066	Fit
AGFI	$\geq 0,90$	0,950	Fit

Source: Data processing from researchers (2024)

The table above displays the results obtained after this adjustment or model evaluation, where the results have been declared fit. So, organizational culture variables can be continued in further testing.

4. CFA Test of Job Satisfaction Variables

Test Confirmatory Factor Analysis (CFA) is used by researchers to check whether the indicator statements used to measure job satisfaction variables correspond to a good model and meet the thresholds for the chi-square index, significance (P), TLI, CFI, GFI, RMSEA, AGFI, and CMIN/ DF. If the test results have not obtained a good model, it is necessary to modify the model so that it meets the requirements cut of value.

Table 4. Goodness of Fit Indices Organizational Culture After Modification

Goodness of Fit Indices	Cut-off Value	Value of Research	Conclusion
Chi Square	Expected to be small	9,148	Expected to be small
Probability (P)	$\geq 0,05$	0,424	Fit
CMIN/DF	$\leq 2,00$	1,016	Fit
TLI	$\geq 0,95$	1,000	Fit

CFI	$\geq 0,95$	1,000	Fit
GFI	$\geq 0,90$	0,989	Fit
RMSEA	$\leq 0,08$	0,008	Fit
AGFI	$\geq 0,90$	0,975	Fit

Source: Data processing from researchers (2024)

The table above displays the results obtained after this adjustment or model evaluation, where the results have been declared fit. So, the job satisfaction variable can be continued in further testing.

Sobel Test

Table 5. Sobel Test Results for Hypothesis 6

Human Resource Management		Statistical Tests	P-Value	Information
A	0,459	8,498	0,00	Accepted
B	0,677			
SE _A	0,020			
SE _B	0,074			

Source: Data processing from researchers (2024)

Based on the table above, the Sobel test results show that the t-statistic value is 8.498 > the t-table (1.967). So it can be concluded that job satisfaction mediates the influence human resource management towards organizational commitment. Mark p-value $0.00 \leq 0.05$, meaning there is a significant influence. Thus, hypothesis H6 is accepted. Human resource management significantly influences organizational commitment through job satisfaction.

Table 6. Sobel Test Results for Hypothesis 7

Organizational culture		Statistical Tests	P-Value	Information
A	0,885	7,802	0,00	Accepted
B	0,592			
SE _A	0,040			
SE _B	0,071			

Source: Data processing from researchers (2024)

Based on the table above, the Sobel test results show that the t-statistic value is 7.802 > the t-table (1.967). So it can be concluded that job satisfaction mediates the influence of organizational culture on organizational commitment. Mark p-value $0.00 \leq 0.05$, meaning there is a significant influence. Thus, hypothesis H7 is accepted, organizational culture has a significant effect on organizational commitment through job satisfaction.

Hypothesis Testing

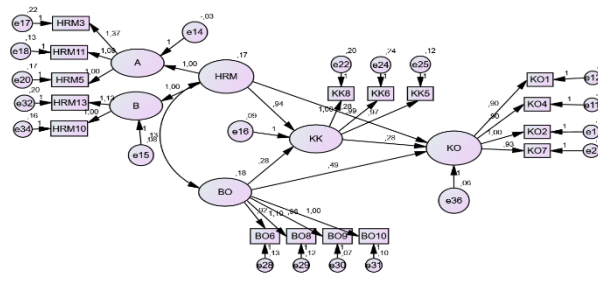


Figure 1. Hypothesis Test Results

Source: Data processing from researchers (2024)

Based on the analyzed data, the results of this model fit test prove that model suitability increases in all aspects of GOF if the conditions are met, and the model is feasible and can be continued.

Table 7. Hypothesis Test Results (Regression Weights)

Hipotesis	Keterangan		Estimate	C.R.	P	Keterangan			
H1	Kepuasan Kerja	←	Human Resource Management	0,680	9,254	***	Diterima		
H2	Komitmen Organisasi	←	Human Resource Management	0,227	6,956	***	Diterima		
H3	Kepuasan Kerja	←	Budaya Organisasi	0,207	6,956	***	Diterima		
H4	Komitmen Organisasi	←	Budaya Organisasi	0,418	5,296	***	Diterima		
H5	Komitmen Organisasi	←	Kepuasan Kerja	0,313	6,956	***	Diterima		
H6	Komitmen Organisasi	←	Kepuasan Kerja	←	Human Resource Management	0,213	8,498	0,00	Diterima
H7	Komitmen Organisasi	←	Kepuasan Kerja	←	Budaya Organisasi	0,650	7,802	0,00	Diterima

Source: Data processing from researchers (2024)

Based on the results of hypothesis testing and the magnitude of the influence in the table above, it is known as follows:

1. The first hypothesis (H1) is accepted, namely that there is a significant influence Human Resource Management to Job Satisfaction

From the results of quantitative calculations it was found that there was a direct influence human resource management (HRM) on job satisfaction (KK) significantly (H1 is accepted), with significance ≤ 0.05 , namely (***) and t-values (C.R.) > 1.967 is 9.254. That is, HRM has a significant effect on KK. Apart from that, the direct influence of HRM on KK can be seen from the value estimate of 0.680 or 68%. This means that 32% is influenced by other factors. These factors are such as spiritual leadership, employee engagement and work motivation (Mariani & Gorda, 2019).

This is in line with previous research which has proven that HRM has a positive and significant effect on KK in the banking sector. Data was collected from 480 Commercial Bank employees in Jordan. The impact of HRM on KK is that employee behavior acts as a signal that leads to organizational goals (Alsafadi & Altahat, 2021).

Human resource management (HRM) is seen as a complete and integrated human resource activity involved in the development, implementation and ongoing maintenance of an organization. In Armstrong's (2010) HRM theory is defined as a strategic approach to managing the organization's most valuable assets, namely all employees contributing to the achievement of organizational goals. HRM is described as a strategic approach to employment, development and welfare of employees in organizations. Meanwhile, job satisfaction (KK) is a positive feeling at work, namely the impact or results of evaluating various aspects of work. KK is the assessment and attitude of a person or employee towards their work. In theory, Armstrong (2006) defines KK as equivalent to enthusiasm, meaning the extent to which an individual's needs are satisfied and the feeling of satisfaction that comes from the entire work situation. KK is related to employees' attitudes towards their work.

Through successful HRM, employee job satisfaction will be created. KK as a result of the employee's perception of how good their job is provides an important thing. KK can be reflected through the ability of officers in charge of the organization to integrate attention to the environment and the

organization to proactively perform various environmental management actions in a controlled manner.

2. The second hypothesis (H2) is accepted, namely that there is a significant influence Human Resource Management towards Organizational Commitment

From the results of quantitative calculations it was found that there was a direct influence human resource management (HRM) on organizational commitment (KO) significantly (H2 accepted), with significance ≤ 0.05 , namely (***) and t-values (C.R.) > 1.967 is 6.956. This means that HRM has a significant effect on KO. Apart from that, the magnitude of the direct influence of HRM on KO can be seen from the value estimate namely 0.227 or 22.7%. This means that 77.3% is influenced by other factors. These factors include organizational justice, work discipline and work environment (Surito et al., 2020) and (Rato & Leda, 2020).

This is in line with previous research conducted by Mahfouz et al., (2021) on 350 employees in Jordanian construction companies. The findings in this study were that there was a significant influence between HRM and KO. HRM practices must be applied to increase KO, if the organization cannot implement them, then the organization will not be able to increase KO so that it has an impact on employee performance.

Human resource management (HRM) is described as a strategic approach to employment, development and welfare of employees in organizations. Armstrong (2010) defines HRM as a strategic approach to all employees who contribute to achieving organizational goals. Furthermore, the concept of organizational commitment (KO) is based on an attitudinal approach, which refers to employee problems and loyalty (Porter et al., 1974). KO as loyalty to the organization, characterized by the intention to remain in it, as well as identification with the values and goals of the organization. Meanwhile, Curry et al. (1986) define KO as the extent to which an employee involves himself in the organization.

HRM practices play an important role in improving KO. All organizational activities are initiated by employees and every organizational success depends on committed human resources. Organizational success requires time to implement HRM practices best for creating knockouts. This means how capable the organization is of being able to bind its employees to stay together in the organization. Resource management needs to implement human resource practices effectively to align employee goals with organizational goals. These practices shape employees' level of commitment and their behavior and attitudes. Therefore, HRM has a significant influence on KO (J. Ahmad et al., 2023).

Good HRM is characterized by detailed planning regarding human resource practices, such as training, promotion and other employee welfare. In line with research by Nam and Lan (2022) which aims to analyze the impact of HRM practices on KO of civil servants in Hanoi, Vietnam. This research suggests that HRM practices have a significant impact on KO.

Human resource management that helps attract, develop and retain resources (in this case employees) in the organization involves the employees themselves and guides them to help carry out activities aimed at achieving organizational goals. Leaders always provide caution when reviewing existing human resource policies through organizational commitment. This is supported by research conducted on 400 employees at SMEs in Vietnam. The results show that HRM has a direct significant impact on KO. The policies most highlighted in this research are policies covering recruitment, training and rewards, which are part of human resource management (Hung & Huy, 2023).

3. The third hypothesis (H3) is accepted, namely that there is a significant influence of Organizational Culture to Job Satisfaction

From the results of quantitative calculations, it was found that there was a direct influence of organizational culture (BO) on job satisfaction (KK) significantly (H3 was accepted), with a significance of ≤ 0.05 , namely (***) and t-values (C.R.) > 1.967 is 6.956. This means that BO has a significant effect on KK. Apart from that, the direct influence of BO on KK can be seen from the value estimate namely 0.207 or 20.7%. This means that 79.3% is influenced by other factors. These factors include work ethic and career development (Hamid & Shaleha, 2021).

This is in line with previous research by Pranitasari and Saputri (2020) regarding the influence of BO on KK at PT Posmi Steel Indonesia. Where this research aims to determine the effect of BO on KK at PT Posmi Steel Indonesia. The sample of respondents in this research was 215 respondents who came from employees of PT. Posmi Steel Indonesia. The results of this research show that BO has a significant effect on the KK of PT Posmi Steel Indonesia employees.

Organizational culture (BO) is believed to be an important thing that underlies all institutional members to behave, act and carry out activities in order to achieve organizational goals. In Armstrong's (2006) theory, culture is a pattern of values, norms, beliefs, attitudes and assumptions that may not be articulated but shape the way people behave. Meanwhile, Gibson et al. (2011) stated that BO refers to a system of shared meaning held by members, which differentiates one organization from another. Job satisfaction (KK) is the assessment and attitude of a person or employee towards their work. In theory, Armstrong (2006) defines KK as equivalent to enthusiasm, meaning the extent to which an individual's needs are satisfied and the feeling of satisfaction that comes from the entire work situation. KK is related to employees' attitudes towards their work.

Another research conducted on the influence of BO on KK in the education office, using quantitative methods and a sample of 96 respondents. aims to find out whether BO has an effect on KK. The results show that BO has a significant effect on KK (Sarkum & Simanjuntak, 2021).

BO is very influential on the KK of organizational members because the values in organizational culture can be used as a reference for behavior in the organization that is oriented towards achieving predetermined goals or performance results. In line with this, research on the influence of organizational support and organizational culture on job satisfaction has been carried out at private hospitals in the city of Sidoarjo. Research using the accidental sampling method and a sample of 48 employees shows that BO has a significant effect on KK (Irfan & Rahman Al Hakim, 2022).

4. The fourth hypothesis (H4) is accepted, namely that there is a significant influence of Organizational Culture towards Organizational Commitment

From the results of quantitative calculations it was found that there was a direct influence of organizational culture (BO) on organizational commitment (KO) significantly (H4 was accepted), with a significance of ≤ 0.05 , namely (***) and t-values (C.R.) > 1.967 is 5.296. This means that BO has a significant effect on KO. Apart from that, the direct influence of BO on KO can be seen from the value estimate namely 0.418 or 41.8%. This means that 58.2% is influenced by other factors. These factors include organizational justice, work discipline and work environment Surito et al., (2020) and Rato & Leda, (2020).

This is in line with previous research by Wulan et al. (2023) which aims to test the effect of BO on KO at PT. Japan Travel Agency. With a sample of 30 respondents, the research results prove that BO has a significant effect on KO. Another research was conducted by Ellya, aiming to test the effect of BO on KO with a research sample of 50 non-managerial employee respondents using the technique purposive sampling. The research results show that there is a significant influence between BO and KO (Ellys & Ie, 2020).

Organizational culture (BO) is a tool that can unite the relationship between employees and their organization. BO refers to the principles and beliefs of the organization. BO is one way to build human resources through changing attitudes and behavior. This aims to ensure that employees can become better individuals and be able to adapt to industry challenges. It can be said that BO is an invisible social force. However, it is able to mobilize people in it to do work effectively and efficiently. Each organization has its own characteristics, therefore each organization has a different vision and mission, policies, values and guidelines in creating a self-image or personal branding. A strong BO, then will make a strong organizational commitment (KO) also on the employees.

The harmony of goals achieved between employees and the organization through BO is considered to be able to build a KO within employees. This statement is supported by research by Kharisma et al. (2019) at Springfield Cibubur school. By taking a saturated sample of 50 respondents, the aim of the research was to prove whether or not there was an effect of BO on KO. This research uses the method explanatory research and the results obtained show that there is a significant influence between BO and KO in this school.

The study conducted by Darmawan et al. (2021) researched BO at PT. Karya Jaya Abadi, with the aim of testing the effect of BO on KO. Research using regression analysis and a sample of 43 employees in the production department shows that there is indeed a significant influence of BO on KO.

Research was conducted on all Civil Servants of the Regional Secretariat of Pematang Regency with a sample of 100 respondents. This research using the SEM-PLS method aims to test the effect of BO on KO in the office. The research results prove that there is a significant influence of BO on KO (bagis, Kusumo, et al., 2021).

Another research conducted by Kurniasari et al. (2018) regarding the role of BO on KO at Waluyo Jati Kraksaan Regional Hospital, aiming to analyze the influence of BO on KO. Research using structural equation model analysis, where this method is a multilevel casual model that analyzes latent variables with a sample of 143 nurses at Waluyo Jati Kraksaan Regional Hospital. The results prove that there is a positive and significant influence between BO and KO.

5. The fifth hypothesis (H5) is accepted, namely that there is a significant influence on Job Satisfaction towards Organizational Commitment

From the results of quantitative calculations, it was found that there was a direct influence of job satisfaction (KK) on organizational commitment (KO) significantly (H5 was accepted), with a significance of ≤ 0.05 , namely (***) and t-values (C.R.) > 1.967 is 6.956. This means that KK has a significant effect on KO. Apart from that, the direct influence of KK on KO can be seen from the value estimate namely 0.313 or 31.3%. This means that 68.7% is influenced by other factors.

This is in line with previous research by Cherif (2020) which aims to determine the role of human resource management and KK in predicting KO in the Saudi Arabian banking sector. As a result, human resource management is correlated with KK and KO. On the other hand, KK was found to be correlated with KO. These two independent variables provide significant individual contributions to the prediction of KO.

One aspect that influences organizational commitment (KO) is job satisfaction (KK). Where if KK is reached it will automatically form a KO. Employees who feel happy and satisfied with their work will have a higher commitment to their organization. Employees who have high organizational commitment will improve their performance and can reduce their level of intention turnover officer

High KK is considered to increase employee performance and commitment to the organization. In line with this, a study by Hendrawan and Mekta (2017) regarding KK and KO was carried out at PT. Indra Kelana Yogyakarta to 82 employees. By using simple regression analysis and multiple regression analysis. The results prove that there is a significant influence of KK on KO.

Employees who feel happy and satisfied with their work will have higher commitment than employees who are dissatisfied with their work. Research regarding KK to KO, has been carried out and focuses on emerging markets, especially in Asia, due to the phenomenal growth in this sector. This research aims to explore the role of employee development in KK and KO. The context is the telecommunications sector in Pakistan. Questionnaires were distributed to 300 Telkom employees, but only 207 responses were obtained. The results reported that KK has a significant influence on KO (Jehanzeb & Mohanty, 2018).

6. The sixth hypothesis (H6) is accepted, namely that there is a significant influence Human Resource Management on Organizational Commitment through Job Satisfaction

From the results of quantitative calculations it was found that there was an indirect influence, namely human resource management (HRM) on organizational commitment (KO) through job satisfaction (KK) significantly (H6 accepted), with significance ≤ 0.05 , namely 0.00 (sobel test results) and t-values (C.R.) > 1.967 is 8.498. This means that HRM has a significant effect on KO through KK. Apart from that, the magnitude of the indirect influence of HRM on KO through KK can be seen from the value estimate namely 0.213 or 21.3%. This means that 78.7% is influenced by other factors.

This is in line with previous research which tested HRM variables on KO through KK. Data was collected from 315 financial industry employees in Pakistan using a survey method. This research implies that organizations must improvise and pay extra attention to HRM practices, starting from employee recruitment, rewards, implementation of appropriate training, performance appraisal, and

work environment so as to increase KO. KO or the organization's ability to retain its employees will be realized if employees feel KK (Hung & Huy, 2023).

Practice human resource management (HRM) has an indirect influence on organizational commitment (KO), namely through job satisfaction (KK). When an employee carries out a program or policy implemented by human resource management, it will result in dissatisfaction or satisfaction with the policy which will of course also have an impact on organizational commitment. If the policy causes employee dissatisfaction, it is possible that management will reconsider the commitment it has made.

HRM practices can increase KO through KK. Industries operating in the service sector usually pay more attention to HRM than other industries. The aim of HRM is to ensure that the organization is able to achieve success through its human resources. This is in line with studies that have studied the role of HRM and KK in predicting KO in the banking sector in East Riyadh, Saudi Arabia. A total of 900 questionnaires were distributed and 400 respondents' answers were returned. The results prove that there is a positive and significant influence of HRM on KO through KK (Cherif, 2020).

HRM practices such as a friendly work environment, career development and training have had a relationship with KO. Organizations must plan and assess HRM practices in a way to ensure that they are implemented effectively and efficiently. Thus, KO and KK can be increased. As a result, employee performance will be stimulated. With the right practice and strategy, you can easily increase your KK and maintain your KO. In line with this, there was research conducted by Abujudeh (2019) which reviewed several previous research literature studies as secondary data. The results show that there is an indirect influence of HRM on KO through KK.

7. The seventh hypothesis (H7) is accepted, namely that there is a significant influence of Organizational Culture on Organizational Commitment through Job Satisfaction

From the results of quantitative calculations it was found that there was an indirect influence, namely organizational culture (BO) on organizational commitment (KO) through job satisfaction (KK) with a significance of ≤ 0.05 , namely 0.00 (sobel test results) and t-values (C.R.) > 1.967 is 7.802. This means that BO has a significant effect on KO through KK. Apart from that, the magnitude of the indirect influence of BO on KO through KK can be seen from the value estimate namely 0.650 or 65%. This means that 35% is influenced by other factors. These factors include trust (Samuel et al., 2020).

This is in line with previous research which examined the influence of BO on KO through KK. The aim is to evaluate the impact of BO on KK and KO on employees in Ho Chi Minh City, Vietnam. Data obtained from a sample of 240 employees. These findings indicate that BO significantly influences KO via KK (Thi et al., 2021).

Organizational culture (BO) or company values will increase organizational commitment (KO) if employees feel satisfaction at work. If employees feel satisfied with the organizational culture (BO) that exists because it is in line with its values, will certainly present the highest level of commitment, namely affective commitment. (Robbins & Judge, 2015) in his theory states that commitment is affective (affective commitment) namely emotional feelings for the organization and belief in its values.

Likewise with research conducted in Pekanbaru, Indonesia by Oktavia and Kasmiruddin (2023) on 50 employees who worked at Hotel Alpha Pekanbaru. The results show that KK indirectly links the influence of BO to KO (indirect). This means that the implementation of organizational culture must be strong in an organization so that employees will have a positive attitude at work, so that employees will feel proud, feel they have an obligation, and want to remain in the organization.

The stronger the BO in an organization and the better the KK that employees feel, the stronger the level of KO will be. KK is emphasized as having a role as an intermediary between BO and KO. This is in line with research conducted by Heriyanti and Zayanti (2021) on 57 PT employees. Nipro Indonesia as the research sample. The findings show that KK can be a significant mediator between BO and KO. In his research, he stated that these conditions are relevant to industrial competition in the current era of globalization. Companies are competing to survive sustainably so they need a strong knockout.

KK plays an important role in the formation of KO. This provides input that the formation of KO will be easier to achieve if the organization pays attention to KK. Apart from that, a strong BO also creates a KO. Research by (Marpaung et al., 2022) conducted research on 412 employees at PT. Mujur Lestari with the aim of studying KO because this company has a level turn over which increased in 2015-2019. The results of this research are that there is a significant influence of BO on KO through KK. This means that KK is an important intermediary that must be paid attention to in BO so as to form a strong KO.

Previous research conducted on 80 employees of PT. Bening Big Tree Farms also found that there was a significant influence of BO on KO through KK. These findings believe that strong KO will realize employees' full dedication to work because employees have a good perspective and strive for optimal performance to achieve organizational goals (Wibawa & Putra, 2018).

CONCLUSION

The results of this research show that: 1) Human Resource Management (HRM) influences Job Satisfaction at PT. PLN (Persero) Greater Jakarta Distribution Unit, 2) HRM also influences Organizational Commitment at PT. PLN (Persero) Greater Jakarta Distribution Unit, 3) Organizational Culture has an influence on Job Satisfaction at PT. PLN (Persero) Greater Jakarta Distribution Unit, 4) Organizational Culture influences Organizational Commitment at PT. PLN (Persero) Greater Jakarta Distribution Unit, 5) Job Satisfaction has an impact on Organizational Commitment at PT. PLN (Persero) Greater Jakarta Distribution Unit, 6) HRM influences Organizational Commitment through Job Satisfaction at PT. PLN (Persero) Greater Jakarta Distribution Unit, and 7) Organizational Culture influences Organizational Commitment through Job Satisfaction at PT. PLN (Persero) Greater Jakarta Distribution Unit.

REFERENCES

- Abujudeh, S. (2019). The Role of Human Resource Management in Employees Job Satisfaction and Organizational Commitment. *SEA Practical Application of Science*.
- Alsafadi, Y., & Altahat, S. (2021). Human Resource Management Practices and Employee Performance: The Role of Job Satisfaction. *Journal of Asian Finance, Economics, and Business*.
- Armstrong, M. (2006a). *A handbook of human resource management practice*. Kogan Page Publishers.
- Armstrong, M. (2006b). *Human resource management practice*.
- Armstrong, M. (2010). *Essential human resource management practice: a guide to people management*. KoganPage.
- Aylott, E. (2022). *Employee Relation A Pratical Introduction*. British Library.
- Bagis, F., Kusumo, I., & Hidayah, A. (2021). Job Satisfaction as a Mediation Variables on The Effect of Organizational Culture and Organizational Commitment to Employee Performance. *Business and Accounting Research (IJE BAR) Peer Reviewed-International Journal*, 5. <https://jurnal.stie-aas.ac.id/index.php/IJE BAR>
- Cen, C. C. (2023). Studying the Impact of Green Human Resource Management Practices on Sustainable Workforce: The Integration of Employee Engagement with Organizational Culture. *AgBioForum*, 25(2), 96–107.
- Cherif, F. (2020a). The role of human resource management practices and employee job satisfaction in predicting organizational commitment in Saudi Arabian banking sector. *International Journal of Sociology and Social Policy*, 40(7/8), 529–541.
- CNN Indonesia. (2023). PLN Raih Dua Penghargaan di Ajang Asian Experience Awards 2023. <https://www.cnnindonesia.com/ekonomi/20231008121752-625-1008528/Pln-Raih-Dua-Penghargaan-Di-Ajang-Asian-Experience-Awards-2023>.
- Curry Douglas S Wakefield James L Price Charles W Mueller, J. P. (1986). The effects of anxiety, delay, and reinforcement on general-ized expectancies. In *Academy of Management Journal* (Vol. 30, Issue 4).
- Darmawan, D., Jahroni, Mardikaningsih, R., & Sinambela, E. A. (2021). Peran Insentif, Perilaku Kepemimpinan, dan Budaya Organisasi terhadap Penguatan Komitmen Organisasi. *Jurnal Ekonomi & Ekonomi Syariah*.
- Ellys, E., & Ie, M. (2020). Pengaruh kepuasan kerja dan budaya organisasi terhadap komitmen organisasi pegawai. *Jurnal Manajemen Maranatha*, 20(1), 75–84.

<https://doi.org/10.28932/jmm.v20i1.3026>

- Gibson, J. (1997). *Organizations, Behavior, Structure, Processes* 14th edition. In 14.
- Hamid, N., & Shaleha, W. M. (2021). Etos Kerja dan Pengembangan Karir Terhadap Komitmen Organisasi Pegawai pada Hotel Claro Kota Kendari. *Jurnal Valuasi: Jurnal Ilmiah Ilmu Manajemen Dan Kewirausahaan*, 1(1), 200–215.
- Hendrawan, O. ; & Mekta, Q. (2017). The Effect of Job Satisfcation and Organizational Commitment on Employee Performance of PT. Indra Kelana Yogyakarta. In *Pengaruh Kepuasan Kerja ... (Hendrawan Qonit Mekta)*.
- Heriyanti, S. S., & Zayanti, R. (2021). Peran Mediasi Kepuasan Kerja pada Pengaruh Budaya Organisasi Terhadap Komitmen Organisasi. *Jurnal Ekonomi & Ekonomi Syariah*.
- Hung, N. T., & Huy, D. Z. (2023). The Influence of Human Resource Policy on Job Satisfaction in Predicting Organizational Commitment. *International Journal of Professional Business Review*.
- Ingarianti, T. M. (2015). Pengembangan Alat Ukur Komitmen Organisasi.
- Irfan, M., & Rahman Al Hakim, Y. (2022). The Effect of Perceived Organizational Support and Organizational Culture on Job Satisfaction Irfan, M., & Rahman Al Hakim, Y. (2022). The Effect of Perceived Organizational Support and Organizational Culture on Job Satisfaction. In *International Journal . In International Journal of Service Science (Vol. 2, Issue 2)*.
- Jehanzeb, K., & Mohanty, J. (2018). Impact of employee development on job satisfaction and organizational commitment: person–organization fit as moderator. *International Journal of Training and Development*, 22(3), 171–191. <https://doi.org/10.1111/ijtd.12127>
- Jufrizen, J., Mukmin, M., Nurmala, D., & Jasin, H. (2021). Effect of moderation of work motivation on the influence of organizational culture on organizational commitment and employee performance. *International Journal of Business Economics (IJBE)*, 2(2), 86–98.
- Kalsum, U., Harlen, H., & Machasin, M. (2022). Pengaruh Budaya Organisasi Dan Komitmen Organisasi Terhadap Kepuasan Kerja dan Turnover Intention Pada Perawat RSIA Eria Bunda Pekanbaru. *Jurnal Sosial Humaniora Terapan*, 5(1), 5.
- Kharisma, M., Prasilowati, S. L., & Ayuningtyas, E. A. (2019). Pengaruh Budaya Organisasi dan Kepuasan Kerja Terhadap Kinerja Pegawai Dengan Komitmen Organisasi Sebagai Variabel Intervening. *Jurnal Pengembangan Wiraswasta*, 21(2), 135. <https://doi.org/10.33370/jpw.v21i2.342>
- Krejcie, R. V, & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607–610.
- Kurniasari, I. C., Thoyib, A., & Rofiaty, R. (2018). Peran Komitmen Organisasional dalam Memediasi Pengaruh Kompetensi, Pelatihan dan Budaya Organisasi Terhadap Kinerja Perawat. *MIX: JURNAL ILMIAH MANAJEMEN*, 8(2), 352. <https://doi.org/10.22441/mix.2018.v8i2.010>
- Leat, M. (2007). *Exploring Employee Relations*. Elsevier Ltd.
- Mahfouz, S., Bahkia, A. S., & Alias, N. (2021). The Impact of Human Resource Management Practices on Employee Performance and The Mediating Role of Employee Commitment. *Journal of Government and Regulation*.
- Mariani, A. E. A., & Gorda, O. S. (2019). Analisis faktor-faktor yang mempengaruhi kepuasan kerja dan kinerja tenaga kesehatan. *Jurnal Ekonomi*, 24(2), 193–212.
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78(4), 538.
- Oktavia, T., & Kasmiruddin. (2023). Pengaruh Budaya Organisasi terhadap Komitmen Organisasi melalui Kepuasan Kerja Pegawai sebagai Variabel Mediasi pada Hotel Alpha Pekanbaru. *Jurnal Administrasi Bisnis*.
- Putra, T. R., & Sudibya, I. G. A. (2019). Pengaruh Keadilan Organisasi, Budaya Organisasi dan Kepuasan Kerja Terhadap Komitmen Organisasional. *E-Jurnal Manajemen*.
- Rahayu, M., Rasid, F., & Tannady, H. (2019). International Review of Management and Marketing The Effect of Career Training and Development on Job Satisfaction and its Implications for the Organizational Commitment of Regional Secretariat (SETDA) Employees of Jambi Provincial Government. *International Review of Management and Marketing*, 9(1), 79–89. <https://doi.org/10.32479/irmm.7439>
- Rato, K. W., & Leda, R. (2020). Pengaruh keadilan organisasi terhadap komitmen organisasi dengan kepuasan kerja sebagai variabel mediasi. *Efisiensi: Kajian Ilmu Administrasi*, 17(2), 171–186.

- Robbins, S. P., & Judge, T. A. (2015). *Perilaku Organisasi: Organizational Behavior*, Buku 2.
- Robins, S. P., & Judge, T. A. (2015). *Organizational Behavior* 16th ed.6. In 6. Salemba Empat.
- Runturambi, D., Pio, R. J., & Sambul, S. A. P. (2022). Pengaruh Green HRM Terhadap Kepuasan Kerja Pegawai PT. Tropica Cocoprime Lelema Kabupaten Minahasa Selatan. *Productivity*, 3(6), 525–530.
- Samuel, S., Setyadi, D., & Tricahyadinata, I. (2020). Pengaruh Budaya Organisasi terhadap Komitmen Organisasional Afektif yang Dimediasi oleh Kepercayaan. *Jurnal Bisnis Dan Manajemen (JBM)*, 94–114.
- Sarkum, S., & Simanjuntak, D. (2021). Pengaruh Work Environment Leadership Style dan Organization Culture Work Discipline Terhadap Job Satisfaction dan Performance Effect of Work Environment Leadership Style and Organization. *SULTANIST: Jurnal Manajemen Dan Keuangan*, 9(2). <https://sultanist.ac.id/index.php/sultanist>
- Sidik Priadana, & Sunarsi, D. (2021). *Metode Penelitian Kuantitatif*.
- Siyoto, S., & Sodik, M. A. (2015). *Dasar Metodologi Penelitian*. Literasi Media Publishing.
- Surito, S., Arifin, A. H., & Aiyub, A. (2020). Pengaruh Disiplin Kerja, Dan Lingkungan Kerja Terhadap Komitmen Organisasi Pegawai Universitas Malikussaleh Dengan Kepuasan Kerja Sebagai Variabel Intervening. *J-MIND (Jurnal Manajemen Indonesia)*, 4(1), 30–46.
- Thi, T. D. P., Ngo, A. T., Duong, N. T., & Pham, V. K. (2021). The Influence of Organizational Culture on Employees Satisfaction and Commitment in SMEs: A Case Study in Vietnam. *Journal of Asian Finance, Economics, and Business*.
- Wahyuniardi, R., & Nababan, H. R. (2018). Pengaruh Kepemimpinan Transformasional dan Budaya Organisasi Terhadap Kepuasan Kerja Serta Dampaknya Pada Kinerja Pegawai. *Jurnal Teknik Industri*.
- Wibawa, I. W. S., & Putra, M. S. (2018). Pengaruh Budaya Organisasi terhadap Komitmen Organisasional Dimediasi Kepuasan Kerja (Studi Pada PT. Bening Badung-Bali). *E-Jurnal Manajemen Unud*.
- Wijonarko, & Wirapraja. (2022). Pengaruh Green Human Resource Management Terhadap Peningkatan Kepuasan Kerja dan Produktivitas Pegawai Melalui Perspektif Technology Acceptance Model (TAM). *KONSTELASI: Konvergensi Teknologi Dan Sistem Informasi*, 2(1).