

The Role of Organizational Support and Organizational Commitment on Employee Performance Through Job Loyalty Mediation at the PLN UP3 Office in Kotabumi, Lampung

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Abstract. *This research is explanatory research with a quantitative approach. The study population consisted of all 132 employees of PT. PLN UP3 in Kotabumi, Lampung, who had worked for one year. The sample was drawn using a census method, resulting in a minimum sample size of 132 employees. Data collection used a closed-ended questionnaire. Data analysis used the SEM-PLS method with SmartPLS (Partial Least Square) software. Research results: 1) Organizational support has a positive and significant effect on job loyalty. 2) Organizational commitment has a positive and significant effect on job loyalty. 3) Organizational support has a positive and significant effect on employee performance. 4) Organizational commitment has a positive and significant effect on employee performance. 5) Job loyalty has a positive and significant effect on employee performance. 6) Job Loyalty plays a role in Mediating the Effect of Organizational Support on Employee Performance. 7) Job Loyalty plays a role in Mediating the Effect of Organizational Commitment on Employee Performance.*

Keywords: *Effect; Employee; Positive; Significant.*

1. Introduction

Employee performance is a very important part because its benefits have been proven to be very important. A company wants employees to work diligently according to their abilities to achieve satisfactory work results, without good performance, success will be difficult to achieve. Carrying out a job that is not serious, results in employee productivity not being maximized. Therefore, skills must also be possessed by workers in their field of work, because with skills, productivity will be encouraged and is an important suggestion to maximize employee productivity. Each worker must have skills in their respective fields that are appropriate to their work in order to provide the best for a company.

All activities undertaken to improve the business of an organization or company are demonstrated through efforts to achieve performance. Human resources that meet company expectations are a vital asset because they contribute to the company's progress. Successfully

achieving superior performance requires the strategic role of employees as actors in every company activity. Therefore, companies need to closely monitor employee performance to ensure compliance with standards and deliver results as expected. Continuous efforts to develop employee performance are a challenge for managers. This plays a crucial role in streamlining company activities in every work process (Munir et al., 2023).

Performance is a description of the level of achievement of the implementation of an activity/policy program in realizing the goals, objectives, mission and vision of an organization as stated in the formulation of an organization's strategic scheme (Darmasaputra, 2013). Good performance is optimal performance, namely performance that meets organizational standards and supports the achievement of organizational goals. Improving employee performance will bring progress to the organization to be able to provide satisfactory services. Therefore, efforts to improve employee performance are the most serious challenge because the success of achieving goals and the survival of the company depends on the quality of the performance of the human resources within it. In addition, performance can also be interpreted as a result and effort of a person achieved through the existence of abilities and actions in certain situations.

Employee performance It is the answer to the success or failure of established organizational goals. Performance can be used to measure the level of achievement or policies of individuals or groups. The success or failure of organizational goals depends on how the performance process is implemented. Measuring the performance of public organizations is important because it serves as a benchmark for improving the organization's performance in the future (Rini & Enzovani, 2017).

Besides organizational support, organizational commitment is equally important. Organizational commitment is a person's belief in an organization, which serves as an individual's guarantee of maintaining the organization's continuity. Commitment to the organization is also a crucial aspect in an organization and can influence the organization's growth and success. Commitment is a central value in realizing organizational solidarity (Dan et al., 2019). Quest's research results show that high commitment from organizational members is positively correlated with increased performance (Indarti & Anidar, 2015). Furthermore, high organizational commitment can increase work effort, work productivity, and reduce the rate of member resignation from the organization. It also no longer requires strict review and monitoring processes (Yuliani & Komalasari, 2019).

Fauzia Afriyani's (2024) research shows that organizational support influences employee performance, with job satisfaction as a moderating factor. However, this differs from Ambar et al.'s (2022) research, which found that social support and organizational commitment had no effect on improving employee performance in franchise companies. Similarly, Lazim et al.'s (2020) research found that organizational support and work stress influenced employee performance at Tong as Regional General Hospital in Probolinggo. However, this finding differs from Sumadiningrat's (2023) research, which found that organizational commitment and support were unable to contribute significantly to employee performance.

2. Research Methods

In this study, all research results are presented in numerical form and then analyzed using statistics. Therefore, a quantitative approach is used. Quantitative research emphasizes the measurement and analysis of causal relationships between various variables, rather than the process itself. The investigation is viewed within a value-free framework (Handayani et al., 2020). Based on the research objectives that have been set, this type of research is explanatory research, namely research that proves the existence of cause and effect and relationships that influence or are influenced by two or more variables being studied. (Umar, 2019) The purpose of explanatory research is to test the hypotheses and examine the influence of independent variables on the dependent variable, namely the role of organizational support and organizational commitment on employee performance through the mediation of job loyalty at the PLN UP3 Office in Kotabumi, Lampung.

3. Results and Discussion

Respondents in this study were employees of PT. PLN UP3 in Kotabumi, Lampung. The results of data collection using a questionnaire distributed using Google Forms are shown in the table below:

Table Data Distribution Results

Information	Amount
Questionnaires distributed	132
Returned questionnaire	132
Processable questionnaire	132

Source: Processed primary data (2025)

Based on the number of samples Which The data obtained were 132 employees of PT. PLN UP3 in Kotabumi Lampung, the following characteristics can be explained:

Table Respondent Characteristics

Characteristics	Frequency	Percentage
Gender:		
Man	111	84.1%
Woman	21	15.9%
Total	132	100%
Age:		
20 – 30 years	47	35.6%
31 – 40 years old	59	44.7%
41 – 50 years old	25	18.9%
>50 years	1	0.8%
Total	132	100%
Education:		
Junior high school/equivalent	1	0.8%
High school/equivalent	79	59.8%
Diploma	23	17.4%
S1	29	22.0%
Total	132	100%

Length of work:		
13 years old	38	28.8%
4 – 6 years	54	40.9%
7 – 9 years	17	12.9%
≥ 10 years	23	17.4%
Total	132	100%

Based on table it shows that as many as 84.1% of PT. PLN UP3 employees in Kotabumi, Lampung are men, this explains that a man's role as head of the family is to provide for the family's needs. Age characteristics show that 44.7% are aged 31-40 years. This age indicates that PT. PLN UP3 employees in Kotabumi Lampung are in the adult and productive age category. The highest level of education is high school at 59.8%, this explains that PT. PLN UP3 employees in Kotabumi Lampung have secondary education. Data regarding length of service shows that 40.9% have worked for 4-6 years, this identifies that respondents are employee who has worked for quite a long time at PT. PLN UP3 in Kotabumi, Lampung.

Description of intended variable to translate respondents' responses based on the results obtained from the answers of 132 respondents to the measuring indicators for each variable (organizational support, organizational commitment, job loyalty and employee performance). The scoring technique used in this study is with a maximum score of 5 and a minimum of 1, then the calculation of the respondent's answer index is using the following formula:

$$\text{Interval} = (\text{Maximum Value} - \text{Minimum Value}) / \text{Category}$$

$$\text{Interval} = (5 - 1) / 3 = 1.3$$

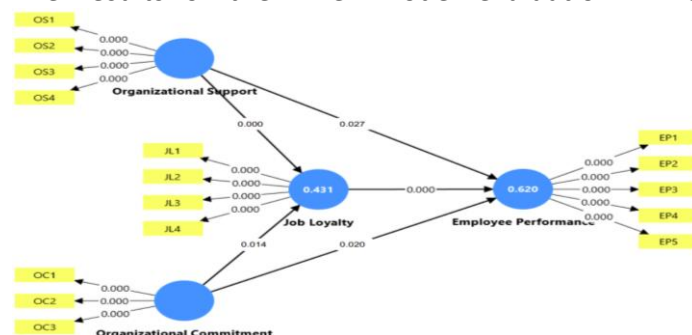
Thus the interval is explained as follows:

$$1.00 - 2.29 = \text{Low}$$

$$2.30 - 3.59 = \text{Moderate}$$

$$3.60 - 5.00 = \text{High}$$

Evaluation The inner model, also known as the structural model, is used to assess the causal relationship (cause-and-effect relationship) between latent variables in a research model. The results of the inner model evaluation in research can be described as follows:



Based on the image above, it can be explained regarding the results of the path coefficient, R-square (R²), f-square (F²), goodness of fit test.

a. *Path Coefficient* (Path Coefficient)

Path The coefficient in PLS-SEM is used to measure the strength and direction of the relationship between constructs (latent variables) in a structural model. Its value indicates the extent of direct influence one construct has on another.

Table Path Coefficient

Path Coefficient	Original sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T statistic s	P values	Information
H1: <i>Organizational Support-> Job Loyalty</i>	0.588	0.591	0.083	7,096	0.000	Support
H2: <i>Organizational Commitment-> Job Loyalty</i>	0.188	0.188	0.100	1,991	0.014	Support
H3: <i>Organizational Support-> Employee Performance</i>	0.151	0.151	0.090	1,982	0.027	Support
H4: <i>Organizational Commitment-> Employee Performance</i>	0.175	0.175	0.086	2,051	0.020	Support
H5: <i>Job Loyalty-> Employee Performance</i>	0.656	0.658	0.087	7,529	0.000	Support

a. Based on the data presented in table above, it can be seen that the two hypotheses proposed in this study are as follows:

1) The Influence of Organizational Support on Job Loyalty

The results of the hypothesis test show that the P-values that determine the influence of organizational support on job loyalty are $0.000 < 0.05$ and the T-Statistics value $(7.096) > 1.96$. Meanwhile, the original sample has a value of 0.588 (positive). This indicates that organizational support has a positive and significant effect on job loyalty. These results support the first hypothesis, meaning H1 is accepted.

2) The Influence of Organizational Commitment on Job Loyalty

The results of the hypothesis test show that the P-values that determine the influence of organizational commitment on job loyalty are $0.014 < 0.05$ and the T-Statistics value $(1.991) > 1.96$. Meanwhile, the original sample has a value of 0.188 (positive). This indicates that organizational commitment has a positive and significant effect on job loyalty. These results support the second hypothesis, meaning H2 is accepted.

3) The Influence of Organizational Support on Employee Performance

The results of the hypothesis test show that the P-values that determine the influence of organizational support on employee performance are $0.027 < 0.05$ and the T-statistics value $(1.982) > 1.96$. Meanwhile, the original sample has a value of 0.151 (positive). This indicates that organizational support has a positive and significant effect on employee performance. These results support the third hypothesis, meaning H3 is accepted.

4) The Influence of Organizational Commitment on Employee Performance

The results of the hypothesis test show that the P-values that determine the influence of organizational commitment on employee performance are $0.020 < 0.05$ and the T-Statistics value $(2.051) > 1.96$. Meanwhile, the original sample has a value of 0.175 (positive). This indicates that organizational commitment has a positive and significant effect on employee performance. These results support the fourth hypothesis, meaning H4 is accepted.

5) The Influence of Job Loyalty on Employee Performance

The results of the hypothesis test show that the P-values that determine the influence of job loyalty on employee performance are $0.000 < 0.05$ and the T-Statistics value $(7.529) > 1.96$. Meanwhile, the original sample has a value of 0.656 (positive). This indicates that job loyalty has a positive and significant effect on employee performance. These results support the fifth hypothesis, meaning H5 is accepted.

b. Indirect Effect (Indirect Influence)

Indirect effect in PLS-SEM, it is used to test the relationship between independent and dependent variables mediated by other variables. In other words, the indirect effect measures the extent to which the independent variable influences the dependent variable through the mediator variable. The indirect effect is evaluated based on the p-value and T-statistic generated from bootstrapping. If the p-value is less than or equal to 0.05 and the T-statistic is greater than 1.96, the indirect effect is considered statistically significant.

Table Indirect Effect

Path Coefficient	Original sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T statistic s	P values	Information
Organizational Support -> Job Loyalty->	0.386	0.387	0.067	5,771	0.000	Support

Employee Performance						
Organizational Commitment ->	0.171	0.172	0.069	2,031	0.015	Support
Job Loyalty->						
Employee Performance						

Based on the data presented in table above, it can be seen that of the three hypotheses proposed in this study, as follows:

a. The Role of Job Loyalty in Mediating the Effect of Organizational Support on Employee Performance

Based on the results of the indirect effect, it can be seen that the P-Values value is $0.000 < 0.05$ and the T-Statistics value $(5.771) > 1.96$ with the original sample value of 0.386 (positive), this means *job loyalty* can strengthen the positive influence of organizational support on employee performance. These results support the sixth hypothesis, namely *job loyalty* plays a role in mediating the relationship between organizational support and employee performance, in other words, H6 is accepted.

b. The Role of Job Loyalty in Mediating the Effect of Organizational Commitment on Employee Performance

Based on the results of the indirect effect, it can be seen that the P-Values value is $0.015 < 0.05$ and the T-Statistics value $(2.031) > 1.96$ with the original sample value of 0.171 (positive), this means *job loyalty* can strengthens the positive influence of organizational commitment on employee performance. These results support the seventh hypothesis, namely *job loyalty* plays a role in mediating the relationship between organizational commitment and employee performance, in other words H6 is accepted.

c. *R-square(R²)*

All variance in the construct explained by the model is represented by R-Square. The output from determining the R-Squares value is as follows:

Table R-Square Value

No	Variables	R-Squares	Adjusted R-Squares
1	Employee Performance	0.620	0.608
2	Job Loyalty	0.431	0.419

Based on table, the Adjusted R-square value of employee performance is 0.608, meaning that 60.8% of the variation or change in employee performance is influenced by organizational support, organizational commitment, and job loyalty, while the remaining 39.2% is influenced by other variables not studied. The Adjusted R-square value of job loyalty is 0.419, meaning that 41.9% of the variation or change in job loyalty is influenced by organizational support

and organizational commitment, while the remaining 58.1% is influenced by other variables not studied.

d. *F-Square(F2)*

The F2 value criteria consist of three classifications: 0.02 (small/poor); 0.15 (moderate/sufficient); and 0.35 (large/good) (Setiaman, 2023). The following are the results of the F-square test in this study:

Table F-Square Value

Variable Relationship	<i>f Squares</i>	Substantive influence
<i>Job Loyalty</i> -> Employee Performance	0.644	Big
<i>Organizational Commitment</i> -> Employee Performance	0.053	Small
<i>Organizational Commitment</i> -> Job Loyalty	0.154	Enough
<i>Organizational Support</i> -> Employee Performance	0.103	Small
<i>Organizational Support</i> -> Job Loyalty	0.406	Big

Based on the table above, we can see that job loyalty has a significant substantive effect on employee performance (0.644) and organizational support has a significant substantive effect on employee performance (0.406). Furthermore, organizational commitment has a significant substantive effect on job loyalty (0.154). Meanwhile, organizational commitment has a small substantive effect on employee performance (0.053) and organizational support has a small substantive effect on employee performance (0.103).

e. *Goodness of Fit*

Based on the data processing that has been carried out using the smart PLS 4.0 program, the SRMR, d_ULS, d_G, chi square and NFI values were obtained.

Table Results of the Goodness of Fit Model Test

No	Structural Model	Cut-Off Value	Estimated	Information
1	SRMR	< 0.10	0.068	Fit
2	d_ULS	> 0.05	0.628	Fit
3	d_G	> 0.05	0.735	Fit
4	Chi-Square	>X2table (df = 128; X2table = 155.4047)	363,852	Fit
5	NFI	Approaching 1	0.747	Fit

The results of the PLS model goodness of fit test in the table above indicate an acceptable model fit. This result indicates that the model has a good level of fit with the data, meaning the proposed model accurately represents the relationships between variables in the data.

Discussion:

1) Direct Influence

The direct influence discussed in this study according to the proposed hypothesis can be explained as follows:

a. The Influence of Organizational Support on Job Loyalty

The results of the hypothesis 1 test found that organizational support has a positive and significant effect on job loyalty, with a p-value of $0.000 < 0.05$ and a T-Statistics value $(7.096) > 1.96$. Meanwhile, the original sample had a value of 0.588 (positive). This means that the higher the level of support employees feel from the organization, the higher their loyalty to the organization.

The results of this study align with research conducted by Fauzi, Dharmani, & Elisabeth (2022); Nuswantoro (2021); Gani et al. (2021), which states that organizational support has a positive and significant effect on job loyalty. This means that improved organizational support will influence and increase employee job loyalty. Employees who have a positive perception of the company they work for will be more enthusiastic about their work, which can increase employee loyalty.

One way companies survive in the face of intense competition is by increasing employee loyalty. Employee loyalty is a measure of their devotion to the company they work for. Nitisemito (2020) explains that loyalty to a company is the extent to which an employee identifies with the company they work for, demonstrating a desire to work and strive for excellence. According to Kurniawan (2020), loyal employees are those who demonstrate obedience, responsibility, dedication, and honesty. Through these loyal characteristics, employees can help the company achieve its goals. A loyal employee will have a strong motivation to remain with the company and develop it.

Setiawan (2017) also stated that organizational support is a form of social support, and this social support is included in job resources. Perceived organizational support will improve employees' ability to reduce stress from work demands, thereby enabling them to express themselves at work, ultimately increasing employee loyalty.

Organizational support Organizational support is a crucial factor in building employee loyalty. Organizations that focus on creating a positive and supportive work environment will benefit from more loyal and high-performing employees. In line with Al Hakim & Hariani's (2021) statement, organizations that provide support, including attention to work-life balance, can create a sense of security and comfort for employees, which encourages innovative behavior and greater loyalty to the company.

b. The Influence of Organizational Commitment on Job Loyalty

The results of the hypothesis 2 test found that organizational commitment has a positive and significant effect on job loyalty, with a p-value of $0.014 < 0.05$ and a T-Statistics value $(1.991) > 1.96$. Meanwhile, the original sample had a value of 0.188 (positive). This means that the higher an employee's commitment to the organization, the higher their level of loyalty to

their job. Committed employees tend to be more willing to give more than expected, contribute to the progress of the organization, and demonstrate higher dedication to their work.

The results of this study align with research conducted by Nongka & Wijono (2025); Fakhrezi, Jamaludin & Nandang (2024); which states that organizational commitment has a positive and significant effect on job loyalty. This means that high levels of commitment will positively influence employee job loyalty. This means that to fulfill and increase employee job loyalty, organizations must be able to increase employee commitment.

Organizations that provide career development and growth opportunities for their employees can increase organizational commitment. Employees who perceive that the organization supports their career development tend to be more committed and loyal. Organizational commitment to employee loyalty is complex and can be influenced by various organizational and individual factors. Effective management must understand and promote organizational commitment to strengthen employee loyalty and create a positive work environment (Munir, 2022).

c. The Influence of Organizational Support on Employee Performance

The results of the hypothesis 3 test found that organizational support has a positive and significant effect on employee performance with a p-value of $0.027 < 0.05$ and a T-Statistics value $(1.982) > 1.96$. Meanwhile, the original sample had a value of 0.151 (positive). This can be interpreted as the higher the level of support employees feel towards the organization where they work, the better their performance. This positive organizational support will encourage employees to work better, be more motivated, and ultimately achieve more optimal work results.

The results of this study align with research conducted by Marpaung, Saskia & Hafas (2023); Dewi & Wibawa (2023); Zurriyati et al. (2020); Fahmi (2021); and research by Pratiwi & Muzakki (2021), which found that organizational support has a positive and significant effect on employee performance. This means that when organizational support increases, employee performance tends to improve significantly, not just by chance.

Building strong organizational support is key to improving employee performance. Organizations that care about the well-being and development of their employees will be rewarded with better performance and more optimal results. Organizational support can take the form of employee recognition, development opportunities, employee well-being, working conditions, and organizational commitment. High levels of organizational support received by employees fosters more positive relationships and perceptions of the organization, which in turn impacts employee performance (Murthy, 2017).

d. The Influence of Organizational Commitment on Employee Performance

The results of the hypothesis 4 test found that organizational commitment has a positive and significant effect on employee performance with a p-value of $0.020 < 0.05$ and a T-Statistics value $(2.051) > 1.96$. Meanwhile, the original sample had a value of 0.175 (positive). This means that the higher the employee's commitment to the organization, the better their performance. Employees with strong commitment tend to be more motivated, dedicated, and strive harder to achieve organizational goals.

This is in line with research by Kaur Sahi and Mahajan (2019), which revealed that committed employees exhibit positive attitudes, strong beliefs, and efficiently controlled behavior. This means that the more a sense of organizational commitment is formed in employees, the stronger their desire to remain with the company. Therefore, companies must maintain employee commitment to the organization so that employee retention is maintained and even increased.

High organizational commitment will have a positive impact, namely increasing job satisfaction, work enthusiasm, good work performance, and a desire to remain with the organization. This is consistent with research conducted by Siswadi, Saepudin, & Mulyani (2020), which concluded that organizational commitment influences employee performance. They explained that building organizational employee commitment is a crucial aspect because committed employees work as if they own the organization, thus giving the organization greater ability to achieve its goals.

e. The Influence of Job Loyalty on Employee Performance

The results of the hypothesis 5 test found that job loyalty has a positive and significant effect on employee performance with a p-value of $0.000 < 0.05$ and a T-Statistics value $(7.529) > 1.96$. Meanwhile, the original sample had a value of 0.656 (positive). This means that high job loyalty from an employee tends to result in better performance. This is because loyal employees are more motivated, dedicated, and more involved in their work, which ultimately contributes to increased productivity and work quality.

The results of this study align with research conducted by Amelia & Wasiman (2023); Ratulangi, Dotulong & Kawet (2023); Ajis, Jamaludin & Nandang (2024); and Fakhri & Sopandi (2025), which states that job loyalty simultaneously has a significant effect on employee performance. Loyal employees tend to have higher job satisfaction, which in turn also contributes to improved performance.

2) Indirect Influence

The indirect effects discussed in this study according to the proposed hypothesis can be explained as follows:

a. The Role of Job Loyalty in Mediating the Effect of Organizational Support on Employee Performance

The results of the hypothesis 6 test found that job loyalty was able to mediate the positive and significant influence of organizational support on employee performance with a specific indirect effect of $0.000 < 0.05$ and a T-Statistics value $(5.771) > 1.96$ with an original sample value of 0.386 (positive). This indicates that employee loyalty acts as a bridge connecting organizational support with employee performance. In other words, if employees feel supported by the organization, they tend to be more loyal, and this loyalty then drives their performance improvement.

Abidin & Sasongko (2022) argue that performance is the results achieved by individuals or groups within an organization according to their roles and responsibilities to achieve organizational goals. Performance must be carried out in a manner that complies with laws, ethics, and morality. According to Turmudhi (2020), performance is the quantity and quality of work completed by an employee in carrying out their duties according to their obligations. From another perspective, performance is the amount of effort an individual expends on their work (Robbins, 2018).

An organization's success in realizing its vision and mission depends, among other things, on the performance of each individual employee (Rohman et al., 2021). An organization's ability to maintain and improve employee performance can be achieved through more focused and efficient human resource planning and management. Employee performance is influenced by organizational support. In other words, strong organizational support increases the likelihood of high employee performance. Conversely, employee performance may suffer if company support is poor or inadequate (Dian Intan, 2022).

b. The Role of Job Loyalty in Mediating the Effect of Organizational Commitment on Employee Performance

The results of the hypothesis 7 test found that job loyalty was able to mediate the positive and significant influence of organizational commitment on employee performance with a specific indirect effect of $0.015 < 0.05$ and a T-Statistics value $(2.031) > 1.96$ with an original sample value of 0.171 (positive). This implies that (job loyalty) can play an important role in mediating the positive relationship between (organizational commitment) and (employee performance). This means that high organizational commitment can increase employee work loyalty, and this high work loyalty then contributes to increased employee performance.

Organizational commitment Organizational commitment (OC) refers to the extent to which an employee supports an organization and its goals and intends to remain with the organization (Robbins & Judge, 2019). Individuals with high levels of commitment generally demonstrate loyalty, a willingness to sacrifice for the organization, and high levels of productivity due to a strong emotional bond with the company (Pratama et al., 2022). Therefore, improving and enhancing OC is a crucial factor in maintaining and improving performance.

Highly committed employees see themselves as valued members of the organization, feel proud to be part of the entity, and are driven to make positive contributions through superior performance. High levels of OC are also associated with lower intentions to leave the organization, indicating employees' unwillingness to leave. Suma & Lesha (2018) found that when employees demonstrate strong organizational commitment through their involvement, their confidence in contributing to the company increases. Strong motivation drives them to deliver their best performance. This aligns with research by Astuti (2022) that found organizational commitment significantly and positively influences employee performance.

4. Conclusion

Based on several analytical studies and discussions, the following conclusions can be drawn: *Organizational support* has a positive and significant effect on job loyalty, meaning that the higher the support given by the organization to PLN UP3 employees in Kotabumi Lampung, the higher their level of loyalty to their work and the organization. *Organizational commitment* has a positive and significant effect on job loyalty, the higher the commitment of PLN UP3 employees in Kotabumi Lampung to the organization, the higher the level of loyalty to their work. *Organizational support* has a positive and significant effect on employee performance, meaning that the greater the support given by PLN UP3 in Kotabumi Lampung to employees, the better the employee's performance will be. Organizational commitment has a positive and significant effect on employee performance, meaning that the higher the commitment of PLN UP3 employees in Kotabumi Lampung to the organization, the better the performance they show. *Job loyalty* has a positive and significant influence on employee performance, loyal employees tend to be more dedicated, work hard, innovate, and contribute by giving their best to the company, thus creating employee performance.

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