

## The Role of Altruism and affective Commitment to employee Performance Mediated Job Satisfaction of PLN Balikpapan Employees

Chintia Alicia<sup>1)</sup> & Asyhari<sup>2)</sup>

<sup>1)</sup>Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: [chintiaalicia.std@unissula.ac.id](mailto:chintiaalicia.std@unissula.ac.id)

<sup>2)</sup>Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: [Asyhari@unissula.ac.id](mailto:Asyhari@unissula.ac.id)

**Abstract.** *This study aims to determine: (1) the effect of altruism on job satisfaction among PLN Balikpapan employees, (2) the effect of affective commitment on job satisfaction among PLN Balikpapan employees, (3) the effect of altruism on employee performance among PLN Balikpapan employees, (4) the effect of affective commitment on employee performance among PLN Balikpapan employees, and (5) the effect of job satisfaction on employee performance among PLN Balikpapan employees. This study is explanatory research. Sampling was conducted using purposive sampling. The sample consisted of 100 PLN Balikpapan employees. Data collection was conducted by distributing questionnaires. Data analysis used the SEM-PLS (Structural Equation Model with Partial Least Squares) program. The results of the study indicate that: (1) altruism has a positive and significant effect on job satisfaction, (2) affective commitment has a positive and significant effect on job satisfaction, (3) altruism has a positive and significant effect on employee performance, (4) affective commitment has a positive and significant effect on employee performance, (5) job satisfaction has a positive and significant effect on employee performance, (6) affective commitment influences employee performance which is mediated by job satisfaction, and (7) altruism influences employee performance which is mediated by job satisfaction.*

**Keywords:** Altruism; Commitment; Employee; Performance.

### 1. Introduction

In Indonesia, the State Electricity Company (PLN) is responsible for the production and distribution of electricity. PLN is a state-owned enterprise. Its primary function is to provide electricity to the public. To successfully fulfill this role, PLN must strive to ensure customer satisfaction. Pasha (2024) argues that PLN requires competent human resources due to their crucial role in maintaining service quality. In the long term, a productive workforce is the result of well-managed human resources (Ardhani and Ratnasari, 2019).

Workplace performance refers to how well and to what extent an individual performs their job in accordance with their job description (Mangkunegara, 2021). Both employees and employers desire improved performance. When employees reach their full potential, companies see increased productivity and revenue. Employees, on the other hand, value opportunities for advancement and personal growth in the workplace. According to Bangun (2016), a robust performance management system is necessary to achieve both of these goals.

Employee productivity is crucial, according to Safrida, Syah, and Asmara (2023). Overall workplace productivity will increase if employees perform well. Workplace behavior is another factor that must be studied because it influences productivity. Organizational Citizenship Behavior (OCB) describes these actions and standards among employees. By "OCB" we mean acts of kindness and generosity. Setyowati, Marliany, and Mariyanti (2021) describe altruism as the act of helping others without expecting anything in return and behaving in a way that is entirely focused on the welfare of others, rather than one's own interests. Another definition of altruism is the act of helping others without expecting anything in return. Altruism is a distinctive form of behavioral adjustment that prioritizes the happiness of others over one's own, often at the expense of one's own pleasure. It is generally motivated by a desire to improve the welfare of others without expecting anything in return. Altruism is the desire to help others without expecting anything in return (Batubara and Bintang, 2023).

An organization thrives when its members are not only satisfied with their work; they are also eager to step in when needed, offer suggestions, take initiative, work harder, and make good use of their time at work (Robbins & Judge, 2013). Altruism occurs when an individual goes out of their way to help the group. As a characteristic of an employee's work, altruism consists of voluntary actions that are not required but are recognized through incentive systems. Consequently, altruism has been shown to improve organizational efficacy, efficiency, and performance (Anwar, 2021).

According to Badrianto and Astuti (2023), dedication is as beneficial as altruism in terms of increasing organizational success. According to Allen and Meyer (1990), a person demonstrates organizational commitment when they have a loyal attitude towards the company or organization where they work and consistently strive to achieve the best results. A strong individual commitment to the organization enables leaders to utilize their human resources more effectively to achieve organizational goals (Rudini, 2024). Organizational commitment is defined by a high level of trust and encourages a strong desire to work hard for the organization's reputation (Suharto et al., 2019). Affective commitment is part of organizational life and is a component that influences employee performance, according to Kuswanti, Purnamasari, and Dp (2021). Affective commitment refers to the degree to which an individual feels emotionally attached to an organization. The awareness that one will suffer losses if one leaves the company is another aspect of organizational commitment known as

continuance commitment. When an employee has a strong sense of continuance commitment, they are more likely to stay with the company for the long term.

Employee performance can improve when they are satisfied with their jobs. Many people assume that an employee's level of job satisfaction influences the quality of their output. Consider the following as evidence: according to Robbins (2013), job satisfaction is defined as "a general attitude expressed toward one's job" and is a measure of the gap between an employee's expectations and their actual compensation. According to Hayat (2016), Sawitri, Suswati, and Huda (2016), Fu and Deshpande (2014), and Suliman and Al Kathairi (2012), there is a positive correlation between an employee's level of organizational commitment and the amount of work they produce. Organizational commitment is a valuable behavioral characteristic to investigate to determine an employee's likelihood of remaining with the same company after reaching their current position. In a business context, the phrase "commitment" refers to the degree to which an individual feels a personal investment in and a sense of belonging to the organization. Differences in thinking and behavior can be observed between employees who are highly invested in their company's success and those who are not. When employees are highly committed to their company, it is reflected in their performance, absenteeism, and retention rates. Employees who are deeply committed to the success of the company will worry about its future and work hard to improve it.

Organizational performance is strongly correlated with employee job satisfaction, even stronger than emotional commitment (Badrianto and Astuti, 2023). Employees' willingness to strive harder at work is influenced by their job satisfaction (Umam & Setiawan, 2019). The incentive programs implemented by each company demonstrate how much they value employee efforts, which in turn makes them feel more satisfied. Employee happiness in their work directly impacts their productivity and business success. Therefore, it is important to treat employees with respect and implement a reward system to motivate and recognize their contributions to the company's success. According to Badrianto and Astuti (2023), companies must emphasize employee job satisfaction because human resources are a vital asset that is difficult to retain.

A preliminary study conducted on March 6, 2025, among PLN Balikpapan employees showed signs of low job satisfaction. Regarding the work itself, employees reported a lack of involvement in resolving work-related issues. Regarding coworkers, employees reported that their colleagues in the same group were not yet able to collaborate on tasks. Regarding supervisors, employees reported that supervisory monitoring was not conducted regularly to encourage work.

Several previous studies have indicated a research gap. According to Rohman, Noermijati, Soelton, and Mugiono (2022), altruistic behavior is assessed relative to norms and has the potential to significantly improve organizational performance. According to Handayani, Suharnomo, and Rahardja (2022), workplace altruism (OCB) has a positive and substantial impact on employee performance. Employees with high levels of OCB have a deep emotional investment in the company they work for, which motivates them to give their best in all

aspects of their work, both formal and informal. Zubair, Khan, and Mukaram (2021) demonstrated a positive relationship between altruism and organizational performance. Organizational citizenship behavior does not partially affect employee performance, according to Vivi (2022), who found the opposite. There is no statistically significant relationship between organizational citizenship behavior and performance, according to Adhadi et al. (2022). Research shows that encouraging more OCB (organizational citizenship behavior) and generosity has no effect on workplace productivity. Employees who score high on the organizational citizenship behavior scale tend to be more willing to help coworkers and friends. This leads to employees devoting less time to independent work and more time to helping others. As a result, their perceived level of personal accountability for their work and tasks may decrease.

## 2. Research Methods

The purpose of this study is to provide an explanation. According to Sugiyono (2019), explanatory research is a research technique that seeks to explain the location of the variables studied and the interactions between them. Since the purpose of this study is to verify the hypothesis, it is reasonable to assume that the results will shed light on the nature of the relationship between the hypothesized independent factors and their dependent variables. Structural equation modeling (SEM) is used to evaluate the hypothesis for the research purpose. Structural Equation Modeling (SEM) is a component- and variance-based equation model, as stated by Ghozali (2018). The main applications of Covariance-Based Structural Equation Modeling are hypothesis testing and causality analysis. For the purpose of this study, structural equation modeling (SEM) is used to investigate the impact of job satisfaction as a mediator between altruism, emotional commitment, and employee performance.

## 3. Results and Discussion

The population in this study were PLN Balikpapan employees from three units, namely UID Kaltimra, UP2D Kaltimra, and UP3 Balikpapan. The questionnaire distribution process was carried out through Google Forms distributed online via WhatsApp starting from June 27, 2025 - July 10, 2025, obtaining 100 answers. The data was then verified and obtained data of 100 answers used because they met the respondent criteria, namely employees with permanent employee status and employees who have worked for at least the last 6 months at PLN Balikpapan Unit. Furthermore, 100 answers after verification have met the requirements as respondents, so the data used came from the answers of 100 respondents. To evaluate the data, Smart PLS 4 Software was used to process the findings of the questionnaire distribution. Respondents can be described as follows.

Based on the research that has been conducted, data was obtained characteristics PLN Balikpapan employees are presented as follows:

### Table Respondent Characteristics

Characteristics	Frequency (N=100)	Percentage (%)
<b>Gender</b>		
Man	56	56.0
Woman	44	44.0
<b>Age</b>		
18-26 years old	7	7.0
26-35 years old	53	53.0
36-45 years old	28	28.0
>45 years	12	12.0
<b>Education</b>		
High School/Equivalent	18	18.0
D3	20	20.0
S1	59	59.0
S2	3	3.0

Source: Primary Data 2025

Data from Table shows that of the 56 PLN Balikpapan employees who participated in the survey, 56 (or 56% of the total) were male. Meanwhile, 44 (21.0%) of PLN Balikpapan staff were female. This indicates that the majority of PLN Balikpapan employees are male. This is because work at PLN includes engineering fields, such as distribution network maintenance, which is a vital part of PLN's operations, and tends to be dominated by men.

There are 7 employees (7.0%) in PLN Balikpapan in the 18–26 age group, 53 employees (53% of the total) in the 26–35 age group, 28 employees (28.0%) in the 36–45 age group, and 12 employees (12.0% of the total) above the age of 45. Most PLN Balikpapan employees are between 26 and 35 years old (53%). This indicates that PLN staff are young and efficient. Employees at this age are generally at the peak of their productivity, both physically and mentally. They tend to be more adaptable to new technologies and have high work morale. Young employees often have fresh and innovative ideas that can help the company continue to grow. The younger generation tends to be more receptive to change and adapt to a dynamic work environment. The age of 26–35 is also a crucial period in career development. Employees at this age are usually pursuing higher career levels and are motivated to continue learning and developing.

Among PLN Balikpapan staff, 18 had only a high school diploma or equivalent (18.0%), 20 had a high school diploma (20%), 59 had a bachelor's degree (51.0%), and 3 had a master's degree (4.0%). This indicates that 59% of PLN Balikpapan staff have a bachelor's degree or higher. This indicates that PLN has a skilled and knowledgeable staff, especially in the areas of management and engineering. This indicates that PLN invests in its human resources to manage the electricity business strategically and complexly. Individuals who have completed a bachelor's degree often have a deeper understanding of many ideas and concepts, in addition to better analytical and problem-solving skills. This is essential for facing operational



challenges and technological developments in the electricity sector. A bachelor's degree also equips employees with the management skills needed to manage various aspects of PLN's operations, from generation, transmission, distribution, to customer service.

Descriptive analysis primarily seeks to uncover how respondents responded to each question. Public reactions to the questions posed on each variable—employee performance, emotional commitment, altruism, and job satisfaction—are explained here through descriptive analysis. The following formula was used to categorize respondents into one score category using a scale range to calculate their responses to each variable in this study (Umar, 2012). One way to characterize the level of respondents' impressions of the study's variable indicators is through index numbers. The following formula can be used to calculate the respondent response index:

The lowest assessment score is 1

The highest assessment score is 5

Interval = (Maximum Value – Minimum Value) / (Number of Classes) = (5-1)/3 = 1.3

Thus the interval is explained as follows:

1.00 – 2.29 = Low

2.30 – 3.59 = Moderate

3.60 – 5.00 = High

#### 1) Descriptive Statistics of Altruism Variable

Descriptive statistics on altruism will illustrate the assessment of altruism among PLN Balikpapan employees. Respondents' responses regarding altruism among PLN Balikpapan employees are shown in Table as follows:

**Table Description of Altruism Variables**

Code	Indicator	STS	TS	CS	S	SS	Total	Mean	Criteria
AL1	<i>Caring</i>	0	11	12	49	28	100	3.94	Tall
AL2	<i>Helpful</i>	0	3	10	57	30	100	4.14	Tall
AL3	<i>Considerate of others</i>	0	6	5	60	29	100	4.12	Tall
AL4	<i>Feelings</i>	0	1	4	59	36	100	4.30	Tall
AL5	<i>Willing to make sacrifice</i>	0	21	27	37	15	100	3.46	Current ly
<b>Average total indicators</b>								3.99	Tall

Table shows that the average respondent gave a high score of 3.99 on their altruism response. The majority of respondents were optimistic and had a high level of confidence in the survey

indicators, as indicated by this phenomenon. It is crucial for employees to prioritize altruistic indicators to improve their performance, as demonstrated by the high response rate.

## 2) Descriptive Statistics of Affective Commitment Variable

Descriptive statistics on affective commitment will illustrate the assessment of affective commitment among PLN Balikpapan employees. Respondents' responses regarding affective commitment among PLN Balikpapan employees are shown in Table as follows:

**Table Description of Affective Commitment Variables**

Code	Indicator	STS	TS	CS	S	SS	Total	Mean	Criteria
AC1	Emotional	0	14	27	38	21	100	3.66	Tall
AC2	Identification	0	3	23	53	21	100	3.92	Tall
AC3	Employee engagement in organizational	0	10	19	47	24	100	3.85	Tall
<b>Average total indicators</b>								3.81	Tall

Source: Processed primary data, 2025

Table shows that respondents generally considered their responses related to affective commitment to be high, with an average score of 3.81. This suggests that most respondents have positive attitudes, and these opinions are closely related to the questionnaire indicators. It is crucial for employees to prioritize emotional commitment indicators to improve their performance, as demonstrated by the high response rate.

## 3) Descriptive Statistics of Job Satisfaction Variable

Descriptive statistics *job satisfaction* will describe the assessment *job satisfaction* on PLN Balikpapan employees. Respondents' responses regarding *job satisfaction* for PLN Balikpapan employees is shown in table as follows:

**Table Description of Job Satisfaction Variables**

Code	Indicator	STS	TS	CS	S	SS	Total	Mean	Criteria
JS1	Feelings of pleasure towards his job	0	3	14	50	33	100	4.13	Tall
JS2	Achieving company goals	0	1	10	53	36	100	4.24	Tall
JS3	Happy because of the organization facilitate its achievement	0	2	11	48	39	100	4.24	Tall

Average total indicators	4.20	Tall
--------------------------	------	------

Source: Processed primary data, 2025

The results are shown in Table which shows a mean score of 4.20, indicating that the majority of respondents rated their responses regarding job satisfaction as high. This indicates that the majority of respondents had a positive perception of the indicators listed in the questionnaire, as evidenced by the positive answers they provided. Organizations should prioritize job satisfaction metrics to improve their performance, given the high response rate.

#### 4) Descriptive Statistics of Employee Performance Variables

Descriptive employee performance statistics will illustrate the employee performance assessment of PLN Balikpapan employees. Respondents' responses regarding employee performance of PLN Balikpapan employees are shown in Table 4.5 as follows:

**Table Description of Employee Performance Variables**

Code	Indicator	STS	TS	CS	S	SS	Total	Mean
EP1	Number of Jobs	0	0	4	63	33	100	4.29
EP2	Quality of Work	0	0	6	66	28	100	4.22
EP3	Punctuality	0	0	5	64	31	100	4.26
EP4	Presence	0	0	8	46	46	100	4.38
EP5	Collaboration Skills	0	0	5	58	37	100	4.32
Average total indicators								4.29

Source: Processed primary data, 2025

Table 4.5 shows that respondents generally had a positive opinion of personnel performance, with an average score of 4.29. From this, it can be concluded that the majority of respondents fully agreed with the statements raised in the survey. Given the large number of responses, it appears that companies need to place greater emphasis on EPI to improve their efficiency.

Validating or refuting the researcher's initial assumptions about the relationships between variables is the goal of hypothesis testing in this context. This is a crucial part of quantitative research to ensure that the results are not mere coincidence but represent the true relationships in the population being studied.

#### 1) Direct Effect Hypothesis Test (Path Coefficient)

Path coefficients between latent variables need to be hypothesized by comparing the p-value with the t-statistic ( $>1.96$ ) or alpha (0.05) to reveal the structural relationships between the variables. Using a bootstrapping procedure, p-values and t-statistics can be extracted from SmartPLS output.

Table Path Coefficient (Direct Effect)



Hypothesis		Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values	Note:
H4	<i>Affective Commitment -&gt; Employee Performance</i>	0.337	0.333	0.086	3,906	0,000	Significant Positive
H2	<i>Affective Commitment -&gt; Job Satisfaction</i>	0.359	0.358	0.099	3,637	0,000	Significant Positive
H3	<i>Altruism -&gt; Employee Performance</i>	0.335	0.338	0.083	4,024	0,000	Significant Positive
H1	<i>Altruism -&gt; Job Satisfaction</i>	0.317	0.324	0.094	3,379	0.001	Significant Positive
H5	<i>Job Satisfaction -&gt; Employee Performance</i>	0.275	0.277	0.092	2,975	0.003	Significant Positive

The following is an explanation of each of the five hypotheses proposed in this study, as shown in table:

a. The Influence of Altruism on Job Satisfaction

The altruism test on job satisfaction yielded statistically significant findings (T value 3.379 > t table value = 1.96 with a p value of 0.001). Based on this perspective, there is a strong correlation between selflessness and enjoyment of work. Increasing emotional commitment can improve employee performance at PLN Balikpapan, because this test successfully proves the first hypothesis that altruism has a positive and substantial influence on job satisfaction. This conclusion is acceptable.

b. The Influence of Affective Commitment on Job Satisfaction

The findings of the emotional commitment test on job satisfaction were statistically significant (T value = 3.637 > t table value = 1.96, p = 0.000). This line of reasoning suggests a strong reciprocal relationship between emotional investment and job enjoyment. These results support the second hypothesis, which states that emotional investment in one's work significantly increases happiness at work. Thus, it is reasonable to assume that PLN Balikpapan staff can experience higher job satisfaction by increasing their emotional investment in the organization.

c. The Influence of Altruism on Employee Performance

The statistical T-value of 4.024 > t-table value = 1.96 with a p-value of 0.000 was obtained from the results of the altruism test on employee performance. One possible interpretation of this explanation is the existence of a strong correlation between employees' level of compassion and their work productivity. This finding lends credence to the third hypothesis,

which states that altruism significantly and positively affects employee performance. This means that PLN Balikpapan employees can benefit from increased altruism, as their performance will improve.

d. The Influence of Affective Commitment on Employee Performance

As a consequence of investigating the impact of emotional commitment testing on workplace productivity, the p-value was found to be 0.000, and the T-statistic was found to be 3.906, which is greater than the t-table value of 1.96. This idea indicates a significant relationship between emotional commitment and employee performance. The fourth hypothesis, which states that emotional commitment has a positive and significant influence on employee performance, is supported by the findings we have obtained. Therefore, it can be concluded that increasing the level of altruism among PLN Balikpapan employees can increase job satisfaction.

e. The Influence of Job Satisfaction on Employee Performance

Statistically, the T value of 2.975 is greater than the T table value of 1.96, indicating that job satisfaction has a substantial impact on employee performance ( $p = 0.003$ ). This is indicated by the significant T value. According to this theory, a person's level of job satisfaction has a significant relationship with their level of productivity. The results of this study support the fifth hypothesis, which states that satisfied employees tend to be more productive. This theory is supported by the research findings. Employee morale at PLN Balikpapan is directly correlated with their work productivity.

2) *Indirect Effect*

Structural model testing follows measurement model testing. To accept or reject a hypothesis, hypothesis testing uses two criteria. First, a hypothesis is considered acceptable if the critical value (T-statistic) exceeds the t-table (1.96). An additional requirement is that the p-value must be lower than 0.05.

**Table Indirect Effect**

Variable Relationship	Original sample (O)	T-statistic	P Value	Conclusion
<i>Affective Commitment-&gt; Job Satisfaction-&gt; Employee Performance</i>	0.099	2,132	0.033	Able to Mediate
<i>Altruism-&gt;Job Satisfaction-&gt;Employee Performance</i>	0.087	2,080	0.038	Able to Mediate

Based on the data presented in the table above, it can be explained as follows:

a. The parametric coefficient test exploring the relationship between emotional commitment and employee performance through the mediation of job satisfaction yielded a t-value of 2.132 and a p-value of 0.033. These values can be interpreted as an indication of

the significance of the relationship. The coefficient value is 0.099, as stated. Based on the significance threshold ( $\alpha$ ) of 0.05, it is seen that the estimated t-value ( $2.132 > 1.96$ ) and p-value ( $0.033 < 0.05$ ) are both higher than the threshold value. The assumption that job satisfaction influences emotional commitment in the workplace is strengthened by the fact that a p-value less than 0.05 implies that job satisfaction acts as a mediator in the relationship between emotional commitment and performance in the workplace, or vice versa.

b. Based on the parameter coefficient test between altruism and employee performance mediated by job satisfaction, the estimated t-value is 2.080, and the p-value is 0.038. Both of these values are significant. The coefficient value is 0.087, as stated. The calculated t-value is 2.080, which is greater than 1.96. This figure is higher than the t-table value at a significance level ( $\alpha$ ) of 0.05. In addition, the p-value is lower than 0.05, with 0.038 less than the threshold. Since the p-value is less than 0.05, we can state that job satisfaction acts as a mediator in the relationship between altruism and employee performance. In other words, job satisfaction has an effect on employee performance through the mediation of altruism.

### 3) Comparison of the Results of Direct and Indirect Influences

According to Haryono (2017), a variable is considered neither mediating nor intervening in this study if its direct effect is greater than its indirect effect. The following is a comparison of the results of these two types of effects:

a. The regression coefficient for the direct effect of altruism on employee performance was 0.335, and the regression coefficient for the indirect effect of altruism on employee performance, mediated by job satisfaction, was 0.087. The results indicate that charity has a stronger impact on performance directly than through job satisfaction, which is the intermediary between the two. However, it is clear that job satisfaction does not play a mediating role between altruism and productivity.

b. Affective commitment has a direct predictive value of 0.337 on employee performance, while altruism has an indirect predictive value of 0.097 on employee performance through job satisfaction. b. Direct predictive value: 0.337. This shows that emotional commitment has a more direct and substantial impact on performance than job satisfaction, which acts as a mediator between emotional commitment and performance in relation to job satisfaction. Consequently, job happiness does not act as a mediator in the relationship between emotional commitment and performance in the workplace.

## Discussion:

### 1) The Influence of Altruism on Job Satisfaction

According to the findings, there is a strong correlation between selflessness and job satisfaction. This demonstrates that a company's level of generosity significantly impacts employee satisfaction. Therefore, the level of altruism is a contributing factor to the rise or fall in job satisfaction among PLN Balikpapan employees.

These findings support previous research that found that altruistic values directly and positively influence job satisfaction (Song et al., 2020). Job satisfaction stemming from altruism is perceived as a pleasurable and enjoyable feeling resulting from fulfilling the needs of others, namely coworkers and superiors. Other research has found that not only altruistic behavior originating from within the employee can increase job satisfaction, but altruistic behavior from superiors can also increase employee job satisfaction (Al-Asadi et al., 2019).

The influence of altruism on job satisfaction is supported by self-determination theory. Based on this idea, it is believed that every worker has three fundamental psychological needs: competence, autonomy, and relatedness. When these needs are met, it results in increased autonomous motivation, health, and high-quality performance. Feelings of connectedness among employees lead to a willingness to help one another and a greater sense of job satisfaction (Muchtadin, 2024).

According to the intentionalist perspective, altruism refers to the reason for a behavior and seeks to pursue the ultimate goal of improving the well-being of others (Pfattheicher et al., 2022). This means that improving the well-being of others can lead to satisfaction in certain aspects of one's work. According to the consequentialist perspective, altruism refers to behavior that harms the perpetrator but benefits the recipient, and this altruistic behavior incurs costs (Pfattheicher et al., 2022). This means that even if a worker incurs losses, when a worker is able to benefit others, it can create satisfaction for the worker (Song et al., 2020). Altruism reflects more than simply benefiting others and forgoing personal gain. It reflects societal expectations and guiding principles about how to behave in a society where individuals do not seek personal gain for the sake of the collective (Pfattheicher et al., 2022).

Novitasari, Asbari, and Purwanto (2022) showed that OCB altruism significantly influences job satisfaction; the results of this study confirm these findings. Based on the findings of this study (Pandia et al., 2024), OCB altruism has a significant and positive impact on job satisfaction. Ramdhan et al. (2021) showed that OCB altruism has a significant influence on job satisfaction. Based on the findings of research conducted by Casu et al. (2021), OCB altruism influences the level of job satisfaction experienced by employees. Based on the findings of a study conducted by Al-Ahmadi and Mahran (2022), OCB altruism has a positive correlation with job satisfaction.

## 2) The Influence of Affective Commitment on Job Satisfaction

The results show that when people feel emotionally engaged with their work, they tend to be satisfied with their work overall. Higher levels of emotional commitment at work significantly impact employee happiness. Therefore, the level of affective commitment is a factor in the rise or fall in job satisfaction among PLN Balikpapan employees.

The importance of affective commitment to job satisfaction stems from the fact that it increases employee motivation, which in turn improves productivity and overall well-being at work. Conversely, when employees don't feel emotionally engaged in their work, they may

experience burnout and ultimately be less satisfied with their work. Positive and harmonious emotional commitment improves morale and productivity in the workplace (Tirza & Prayekti, 2022).

Employee morale toward work can be influenced by their emotional investment in the company (Yuwono et al., 2020). Staff members who care deeply about their work tend to invest in the company they work for. Employees are more invested in their work and the company as a whole when they engage in affective commitment, which fosters positive values toward work and influences job satisfaction. According to Aulia and Setyaningrum (2023), emotional commitment, identification, and employee participation are the three main characteristics of affective commitment.

The results of this study are supported by Aulia and Setyaningrum (2023), who also found a positive and statistically significant correlation between emotional commitment and job satisfaction. This confirms previous research showing that emotional investment is a crucial factor in job satisfaction. Organizational success is driven by employees' emotional engagement, which makes them feel like the company is an extension of themselves and something they deeply care about (Tirza & Prayekti, 2022).

### 3) The Influence of Altruism on Employee Performance

The correlation between charitable activities and workplace productivity is statistically significant. This indicates that company performance is significantly influenced by the level of altruism among its employees. Therefore, the level of altruism is a factor in the rise or fall of employee performance among PLN Balikpapan employees. Conversely, when people act selflessly and voluntarily help others, interactions between them thrive. Greater risk-taking in various activities, including learning capacity, and more collaborative decision-making are two outcomes that benefit the business. Organizational citizenship behavior (OCB) includes altruism as a typology, describing a series of voluntary actions undertaken by employees that go beyond the fixed and mandatory requirements of their position but receive no compensation from the company. In turn, this helping behavior encourages communication, participation, and learning that can help improve the company's performance (Guinot et al., 2016).

## 4. Conclusion

Based on the research that has been conducted, the following conclusions can be obtained: *Altruism* has a positive and significant effect on job satisfaction, so the higher the altruism, the higher the influence on job satisfaction of PLN Balikpapan employees. Affective commitment has a significant and positive impact on job satisfaction. Employees at PLN Balikpapan can find greater satisfaction in their work lives if they have a higher emotional commitment. Employee performance is positively and significantly influenced by altruism. Employee performance at PLN Balikpapan can be significantly influenced by their level of compassion. Employee performance is positively and significantly influenced by affective



commitment. Employee performance at PLN Balikpapan can be significantly influenced by their level of emotional commitment. Employee performance is positively and significantly influenced by job satisfaction. When PLN Balikpapan employees are happy with their jobs, it shows in their work.

## 5. References

- Abdullah, N. N., & Othman, M. (2016). The Contribution of Human Capital Investment in the Growth of East Asian Economy—A Literature Review. *Journal of Economic and Business Research*, 22(1), 190-203.
- Abdullah, N. N., & Othman, M. B. (2021). Investigating the limitations of integrated tasks on youth entrepreneurship in Kurdistan region. *Путеводитель предпринимателя*, 14(2), 179-190.
- Adhadi, R., Karnadi, K., & Pramesti, R. A. (2022). Pengaruh Pendidikan-Pelatihan (Diklat) Dan Organizational Citizenship Behavior Terhadap Kinerja Aparatur Sipil Negara Dengan Mediasi Kompetensi Pada Dinas Koperasi, Perindustrian Dan Perdagangan Kabupaten Situbondo. *Jurnal Mahasiswa Entrepreneurship (JME)*, 1(1), 65-79.
- Adriansyah, A. (2020). Authentic Leadership, Komitmen afektif Dan Job Resourcefulness Dalam Membentuk Kreatifitas Dan Kinerja Pegawai Bank Syariah Di Indonesia. *Jurnal Ekonomi, Manajemen Dan Perbankan (Journal of Economics, Management and Banking)*, 5(3), 131. <https://doi.org/10.35384/jemp.v5i3.155>
- Aflah, K. N., Suharnomo, S., MAS'UD, F., & Mursid, A. (2021). Islamic work ethics and employee performance: The role of Islamic motivation, affective commitment, and job satisfaction. *The Journal of Asian Finance, Economics and Business*, 8(1), 997-1007.
- Al-Ahmadi, A., & Mahran, S. (2022). Organizational citizenship behavior and job satisfaction from the nurses' perspective. *Evidence-Based Nursing Research*, 4(1), 17-24.
- Al-Asadi, R., Muhammed, S., Abidi, O., & Dzenopoljac, V. (2019). Impact of servant leadership on intrinsic and extrinsic job satisfaction. *Leadership & Organization Development Journal*, 40(4), 472–484. <https://doi.org/https://doi.org/10.1108/LODJ-09-2018-0337>.
- Allen & Meyer (1990). The Measurement and Antecedents of Affective, Continuance and Normative Commitment to The Organization. *Journal of Occupational Psychology*, 63: 1-18.
- Alrazehi, H. A. A. W., Amirah, N. A., Emam, A. S. M., & Hashmi, A. R. (2021). Proposed model for entrepreneurship, organizational culture and job satisfaction towards organizational performance in International Bank of Yemen. *International Journal of Management and Human Science (IJMHS)*, 5(1), 1-9.

- Alsafadi, Y., & Altahat, S. (2021). Human resource management practices and employee performance: the role of job satisfaction. *The Journal of Asian Finance, Economics and Business*, 8(1), 519-529.
- Anwar, A. (2021). Pengaruh Organizational Citizenship Behavior (OCB) terhadap Kepuasan Kerja dan Kinerja Karyawan: Pengaruh Organizational Citizenship Behavior (OCB) terhadap Kepuasan Kerja dan Kinerja Karyawan. *Juripol (Jurnal Institusi Politeknik Ganesha Medan)*, 4(1), 35-46.
- Anwar, M. C., & Ahmadi, S. (2021). Pengaruh Organizational Citizenship Behavior dan Motivasi Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening. *Jurnal Manajerial dan Kewirausahaan*, 4(1), 21-38.
- Apoi, A. and Latip, H. B. A. (2019). The Impact of Transformational Leadership on Employee Reactions towards Individual Work Performance: A Conceptual Paper. *International Journal of Academic Research in Business and Social Sciences*, 9(8), pp. 47–60. doi: 10.6007/ijarbss/v9-i8/6207.
- Aprillianto, W. D., Mintarti, S., & Tricahyadinata, I. (2019). Pengaruh peran pemimpin dan komitmen afektif terhadap kepuasan kerja dan kinerja pegawai negeri sipil bagian umum dan kepegawaian sekretariat kabupaten kutai timur. *Jurnal manajemen*, 11(1), 82-93.
- Ardi, A. (2023). Pengaruh Komitmen Afektif Dengan Kinerja Karyawan Dimoderasi Oleh Organization Citizenship Behavior. *Jurnal Adijaya Multidisplin*, 1(03), 582-587.
- Arifin, S., & Darmawan, D. (2021). Studi tentang Pengalaman Kerja, Komitmen Kerja, Dukungan Organisasi dan Pengaruhnya terhadap Kinerja Karyawan. *Jurnal Ilmiah Edunomika*, 6(1), 33-43.