

Research Article

The Effect of Workload and Work Discipline On Organizational Commitment With Job Satisfaction As A Mediating Variable

Denis Eka Isrofah¹, Mei Retno Adiwaty^{2*}, Ayundha Evanthy³

- 1 Faculty of Economics and Business, National Development Universitas Veteran Jawa Timur, Indonesia
e-mail : 21012010180@Student.upnjatim.ac.id
- 2 Faculty of Economics and Business, National Development Universitas Veteran Jawa Timur, Indonesia
e-mail : adiwaty66@gmail.com
- 3 Faculty of Economics and Business, National Development Universitas Veteran Jawa Timur, Indonesia
e-mail : ayundha.evanthy.mnj@upnjatim.ac.id

* Corresponding Author : Mei Retno Adiwaty

Abstract: Organizational commitment is a key factor influencing a company's effectiveness and sustainability. PT PLN Nusantara Power UP Pacitan is a company engaged in power generation, transmission, and distribution. This study aims to explore the effect of workload and work discipline on organizational commitment, with job satisfaction as a mediating variable among employees of PT PLN Nusantara Power UP Pacitan. This research employs a quantitative method using a questionnaire for data collection. The study population consists of 247 employees, with a sample of 90 respondents selected through purposive sampling. Data analysis is conducted using the Partial Least Squares (PLS) method. The results indicate that workload has a positive but insignificant effect on organizational commitment, while work discipline has a significant positive effect on organizational commitment. Furthermore, workload significantly influences organizational commitment through job satisfaction, and work discipline also significantly affects organizational commitment through job satisfaction.

Keywords: Job Satisfaction; Organizational Commitment; Work Discipline; Workload

1. Introduction

Organizational commitment is one of the key factors that influence the effectiveness and sustainability of an organization or company. In the context of energy companies, particularly in the electricity sector, organizational commitment plays a crucial role, as the electric power industry is highly dynamic and faces significant challenges such as energy price fluctuations, strict regulatory policies, and the need to adapt to newer, more environmentally friendly technologies (Syech Idrus et al., 2023). According to Hidayati, even though energy companies may possess advanced technology and sufficient capital, without strong commitment, it will be difficult for them to overcome these challenges. Therefore, companies must ensure that they have employees who are highly committed to achieving the organization's goals (Berlina Hidayati, 2022).

PT PLN Nusantara Power, Pacitan Generation Unit, is one of the strategic companies in the energy sector. The company relies heavily on human resources to achieve its vision and mission. As a company operating in the electricity sector, it requires not only technically competent employees but also those who can manage and optimize available resources to support national energy resilience. PT PLN Nusantara Power, Pacitan Generation Unit, is required to provide a sufficient electricity supply so that the Customer Service Implementation Unit (UP3) can continuously meet customer demands for their work and daily life.

To improve employee effectiveness and productivity in achieving the company's goals and overall success, one essential aspect is ensuring a high level of organizational commitment among employees. Employees who are committed are always willing to strive toward the organization's established goals (Chindy, 2020). Employees at PT PLN Nusantara Power demonstrate a high level of organizational commitment through their loyalty to the company.

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This is evident from the very low employee turnover rate, indicating a strong bond between employees and the organization.

According to Rahmadina and Setyaningrum, a high level of organizational commitment can prevent employees from developing negative organizational behaviors such as absenteeism and choosing to work elsewhere. This strong commitment is crucial for the organization's success in achieving its intended goals (Adinda & Retno, 2023).

The achievement of high organizational commitment is influenced by several key factors, one of which is workload. Workload consists of quantitative workload, which arises from having too many or too few tasks assigned to employees to be completed within a certain time frame, and qualitative workload, which occurs when employees are either unable to perform certain tasks or the tasks do not match their skills (Achmad Fauzi et al., 2022). However, the phenomenon observed at PT PLN Nusantara Power, Pacitan Generation Unit, shows that the low employee turnover rate contrasts with the relatively high workload. Pre-survey results indicate that despite the substantial workload assigned to employees, production targets are still consistently met. The employees' workload is not only caused by fluctuations in demand but also by emergency conditions such as equipment breakdowns and overhauls that must be resolved immediately; otherwise, they would hinder the production of electricity (kWh).

In addition to workload, another factor influencing organizational commitment is work discipline. Work discipline can affect employees' commitment to the organization, as it reflects their attitudes and behavior toward it (Widya, 2021). High discipline indicates a strong sense of responsibility that employees have in completing their assigned tasks. According to Lestari, discipline serves to guide employees in complying with established rules, techniques, and strategies in order to make meaningful contributions (Yunia Lestari et al., 2020). Work discipline is crucial in creating a productive and professional work environment. Several aspects that reflect discipline include punctuality, absenteeism, sick leave, and permitted leave. One of the most frequently observed aspects of discipline is tardiness (Mahesa et al., 2023). Sometimes, employees' lack of understanding of the existing guidelines contributes to their indiscipline.

At PT PLN Nusantara Power, Pacitan Generation Unit, there are still some employees who arrive late or are absent without permission. This has led to complaints from employees who feel that their discipline is not being appreciated, while some of their colleagues appear less concerned about their responsibilities—for instance, by not attending regular morning sessions, including daily sharing and Friday morning exercise. Some even use the morning exercise as an excuse to arrive late. In some cases, non-compliance with occupational health and safety (OHS) standards has resulted in workplace accidents, both minor and serious. Based on these conditions, it can be concluded that work discipline among some employees is still suboptimal.

Despite the relatively high rate of tardiness and the fact that work discipline has not been fully optimized, employees at PT PLN Nusantara Power, Pacitan Generation Unit, exhibit a high level of organizational commitment. This strong commitment may also be related to job satisfaction, as job satisfaction affects employees' comfort and motivation in carrying out their daily tasks. Employee satisfaction can be seen from two perspectives: from the employee's side, they feel happy in their work; from the company's side, it results in increased productivity (Henry Haris et al., 2021). When employees work based on personal awareness and willingness, the outcomes tend to be better, and their productivity continues to improve (Chandra & Ignatius, 2023). Research by Fitriana shows that job satisfaction has a positive and significant influence on organizational commitment. Job satisfaction reflects employees' attitudes toward their work (Kontigensi, 2022). The more employees enjoy their work, the higher their job satisfaction will be. Conversely, if employees do not enjoy their work, their satisfaction will decline. Employees who are satisfied with their jobs tend to enjoy their work, feel that it aligns with their preferences, and therefore develop a sense of attachment to the company and a willingness to remain loyal to the organization that has provided them with that satisfaction.

Based on the explanation above, there is an interesting phenomenon at PT PLN Nusantara Power, Pacitan Generation Unit: the company experiences a low resignation rate, which reflects a relatively strong organizational commitment, high workloads while still achieving production targets, and a low level of work discipline, particularly regarding tardiness. This phenomenon highlights a gap between the theoretical assumption that high work discipline and workload contribute positively to organizational commitment and the actual conditions observed in the company. Therefore, this research offers a novel contribution by examining

the role of job satisfaction as a mediating variable between workload and work discipline on organizational commitment at PT PLN Nusantara Power, Pacitan Generation Unit. The purpose of this study is to analyze the influence of workload and work discipline on organizational commitment, with job satisfaction as a mediating variable among employees of PT PLN Nusantara Power, Pacitan Generation Unit.

2. Preliminaries or Related Work or Literature Review

Organizational Commitment

According to Rohman, organizational commitment is the willingness to exert extra effort for the benefit of the organization and a strong desire to maintain membership within it (Fatkhur Rohman et al., 2023). Commitment goes beyond mere formal membership, as it involves a positive attitude toward the organization and a willingness to make significant efforts to help achieve its goals. According to Priansa, organizational commitment is a belief that binds employees to the organization where they work, as shown through loyalty, involvement in their work, and identification with the organization's values and goals. Based on these definitions, it can be concluded that organizational commitment is a condition in which employees align themselves with and care about a particular organization and have the desire to support the achievement of its goals. A high level of organizational commitment is crucial within any organization, as it contributes to a more professional working environment. Employees with strong commitment tend to have a strong desire to remain in the organization and strive to help achieve its vision and mission. According to Hendrawan Maranata, the indicators of organizational commitment are divided into three categories: affective commitment, continuance commitment, and normative commitment (Bonaventura et al., 2022).

Workload

According to Khasanah and Saputra, workload refers to a number of activities that require expertise and must be carried out within a certain period, both physically and mentally (Umi & Anggi, 2023). Meanwhile, Darwish and Fattaah define workload as the average frequency of each task performed within a specific time frame. Based on the definitions above, workload can be understood as the extent to which an employee's individual capacity is required to complete the tasks assigned to them. This can be indicated by the volume of work that needs to be completed, the time constraints faced by the employee, and the individual's subjective perception of the tasks assigned. According to Harmen, the indicators of workload consist of: targets, working conditions, and work standards (Hilma et al., 2020).

Work Discipline

According to Anggeraini and Made Adnyana, work discipline is defined as adherence to rules or orders established by the organization (Masrurroh & I Made, 2024). Siagian defines work discipline as an attitude of respect, compliance, and obedience toward prevailing regulations, accompanied by the acceptance of the consequences for any violations that may occur. When employees are aware of and comply with organizational rules, it leads to a higher level of organizational commitment (Mauli Siagian, 2020).

From the various definitions provided by these experts, work discipline can be summarized as an attitude or condition that reflects respect, compliance, and individual responsibility toward the rules, provisions, or directives set by an organization or institution. Work discipline includes a commitment to performing tasks according to established guidelines, as well as a willingness to accept the consequences of one's actions—be it rewards for compliance or sanctions for violations. This aspect plays a vital role in maintaining order, efficiency, and productivity in the workplace.

According to Schwab, the indicators of work discipline include: the ability to achieve goals, level of alertness, compliance with work standards, adherence to workplace rules, and work ethics (Mutqi et al., 2024).

Job Satisfaction

According to Afandi, job satisfaction is an important aspect within an organization because it is believed to enhance overall organizational effectiveness. Job satisfaction is a general attitude toward one's job, which reflects the difference between the amount of reward em-

employees receive and the amount they believe they should receive. Hendratri defines job satisfaction as an evaluation, feeling, or attitude of an employee toward their job, which is related to the work environment, type of work, compensation, relationships with colleagues, social interactions at the workplace, and other related factors (Bhaswarendra, 2024).

Based on the explanations above, job satisfaction can be defined as an evaluative attitude and emotional reaction—whether pleased or displeased, satisfied or dissatisfied—that results from employees' perception of how well their job fulfills their needs and aligns with what they consider important. Job satisfaction not only encompasses feelings of happiness and love for the job but is also associated with work morale, discipline, and employees' perceptions of the balance between the rewards received and those expected.

According to Sopiawadi, the indicators of job satisfaction include: mentally challenging work, adequate compensation, supportive working conditions, and supportive colleagues (Sopiawadi, 2021).

Relationship Between Variables

The Influence of Workload on Organizational Commitment

According to Khasanah & Saputra, workload refers to a series of tasks that require expertise and must be completed within a specific period, both physically and mentally. In a previous study, workload was found to have a positive but insignificant effect on organizational commitment (Trisafe et al., 2022). This may be because employees already have clear task allocations, preventing excessive workloads and potentially serving as motivation and enthusiasm for work. Conversely, research by Damayanti & Mellita found that workload had a significant and positive effect on organizational commitment. Employees who perceive their workload as reasonable and manageable, and in line with their capabilities, tend to develop a stronger sense of belonging and loyalty to the organization (Damayanti et al., 2020). However, this is contradicted by Dewantara, who found that workload had a negative and significant effect on organizational commitment, meaning that when employees experience less workload, their organizational commitment tends to increase (Dewantara, 2019).

H1: Workload has a positive effect on organizational commitment

The Influence of Work Discipline on Organizational Commitment

Siagian defines work discipline as an attitude of respect, appreciation, and obedience toward applicable regulations, along with the willingness to accept any consequences that arise from rule violations (Mauli Siagian, 2019). When employees are aware of and comply with organizational rules, this leads to a high level of organizational commitment. A previous study by Yanti et al. demonstrated that work discipline has a positive and significant influence on organizational commitment. Employees with good work discipline are more likely to be loyal and committed to achieving organizational goals and to comply with established norms and regulations (Melda Yanti et al., 2022). However, this is contradicted by research from Risfanda Nurhudiana, which found that work discipline has a negative and insignificant effect on organizational commitment, suggesting that a decrease in discipline levels may lead to a decline in organizational commitment (Risfanda Nurhudiana, 2019).

H2: Work discipline has a positive effect on organizational commitment.

The Influence of Workload on Organizational Commitment Through Job Satisfaction as a Mediating Variable

According to Fransiska & Tupti, workload refers to a process or activity that becomes excessive and can lead to tension or stress in an individual. This situation can result in a decline in employee performance due to factors such as overly high skill demands, fast-paced tasks, or an overwhelming volume of work. An unsuitable workload can negatively impact employee job satisfaction.

Research conducted by Handoko et al. found that workload has a positive and significant effect on organizational commitment through job satisfaction. In certain conditions, while an increase in workload may lead to a decrease in job satisfaction, employees with high organizational commitment tend to remain content with their work because of their strong attachment and dedication to the organization.

On the other hand, a study by Ramadhani et al. contradicted these findings, showing that workload has a negative and significant effect on organizational commitment through job satisfaction. Employees who feel overwhelmed by their workload tend to experience lower job satisfaction, which in turn reduces their commitment to the organization (Ardheliza et al., 2024).

H3: Workload has a positive effect on organizational commitment through job satisfaction as a mediating variable.

The Influence of Work Discipline on Organizational Commitment Through Job Satisfaction as a Mediating Variable

According to Han, job satisfaction reflects an individual's behavior and affection towards their work. When employee job satisfaction increases, it positively impacts organizational commitment because employees who enjoy their work are more likely to comply with organizational rules and maintain their commitment to the organization (Kontigensi, 2022).

Research conducted by Wendy Saragih et al. found that work discipline has a positive but not significant effect on organizational commitment through job satisfaction. Work discipline tends to have a direct relationship with the organization, but it is not the primary factor in enhancing organizational commitment.

Conversely, Surito's research shows that work discipline has a positive and significant effect on employee organizational commitment through job satisfaction as a mediator. Work discipline contributes to creating a structured, productive, and orderly work environment. This, in turn, increases employee job satisfaction, defined as the feeling of contentment with their work and working conditions (A. Hadi and Aiyub, 2019).

H4: Work discipline has a positive effect on organizational commitment with job satisfaction as a mediating variable.

The framework in this study can be described as follows:

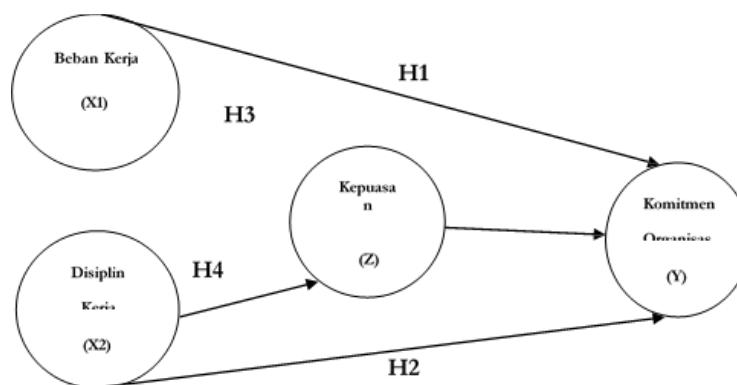


Figure 1. Research Framework

3. Proposed Method

This study is a quantitative research. The data collection technique used was distributing questionnaires via Google Forms. The research was conducted at PT PLN Nusantara Power, Pacitan Generation Unit. The population consisted of 247 employees. The sampling method used in this study was purposive sampling, resulting in a sample of 90 employees. The measurement scale for the variables used in this study was the Likert scale. The data analysis technique employed Partial Least Squares (PLS). Hypothesis testing was conducted using the Structural Equation Modeling (SEM) approach. This study utilized validity testing, reliability testing, and hypothesis testing methods.

4. Results and Discussion

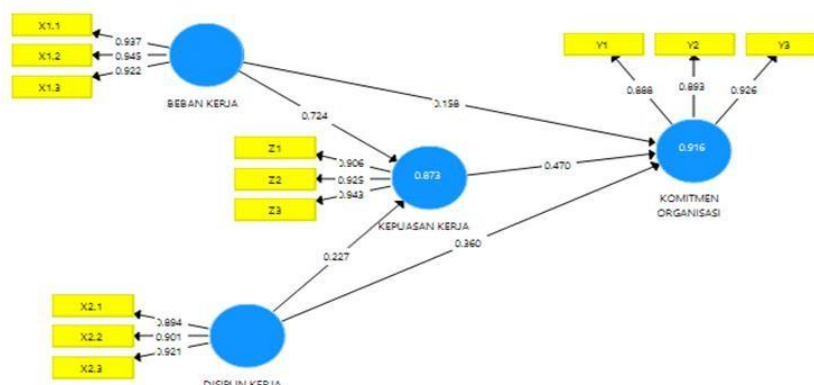
Data Analysis Results

Respondent Characteristics

The characteristics of the respondents in this study include gender, age, education, and length of service of employees at PT PLN Nusantara Power, Pacitan Generation Unit. The majority of respondents who completed the questionnaire were male, totaling 90 people

(100%). The most common age group was 31-35 years old, with 37 respondents (40%). Regarding education, most respondents had completed senior high school (SMA), totaling 62 people (69%). In terms of length of service, 56% of respondents had worked for 6-10 years. The total number of respondents was 90.

Data Data Analysis Results



Based on the PLS output image above, the magnitude of the factor loading values for each indicator can be seen above the arrow marks located between the variables and indicators. The size of the path coefficients can also be observed above the arrow lines between the exogenous variables and the endogenous variables. Additionally, the R-Square value is displayed inside the circle of the endogenous variable (organizational commitment variable).

Measurement and Indicator Validity

There is a model describing the relationship between variables and indicators. In this study, the relationship model between variables and indicators is reflective, where the variables are the causes of the indicators.

Convergent Validity

Table 1 Outer Loading

	WORKLOAD	WORK DISCIPLINE	WORK COMMITMENT	JOB SATISFACTION
X1.1	0,937			
X1.2	0,945			
X1.3	0,922			
X2.1		0,894		
X2.2		0,901		
X2.3		0,921		
Y1			0,888	
Y2			0,893	
Y3			0,926	
Z1				0,906
Z2				0,925
Z3				0,943

Indicator validity can be measured by examining the factor loading values in the outer loading. Factor loading represents the correlation between the indicator and the variable. If the value is greater than 0.5, it can be said that the validity is sufficient. Additionally, if the

value is greater than 0.5 and the p-value is significant, this indicates that the indicator is valid and serves as a proper measurement of the variable.

The results in the table above show that all indicators for each research variable workload, work discipline, organizational commitment, and job satisfaction have factor loadings greater than 0.5. Therefore, these indicators can be said to meet convergent validity requirements.

Table 2. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Workload	0,873
Work Discipline	0,820
Organizational Commitment	0,815
Job Satisfaction	0,856

The AVE value represents the amount of variance in the indicators that is captured by their latent variable. If the AVE value is greater than 0.5, it indicates adequate convergent validity for the latent variable. Based on the table above, the AVE test results show that the workload variable has an AVE of 0.873, work discipline 0.820, organizational commitment 0.815, and job satisfaction 0.859. Since all four variables have values greater than 0.5, it can be concluded that the validity of all variables in the study is good.

Discriminant Validity

Indicator validity can also be assessed using the cross-loading table. If the factor loading value of each indicator on its respective variable is greater than the factor loading of that indicator on other variables, then the factor loading is considered valid. However, if the factor loading is lower than the loading on another variable's indicator, it is considered invalid.

Table 3 Cross Loading

	X1	X2	Y	
X1.1	0,937	0,827	0,853	0,874
X1.2	0,945	0,836	0,885	0,888
X1.3	0,922	0,879	0,844	0,842
X2.1	0,824	0,894	0,851	0,799
X2.2	0,783	0,901	0,771	0,761
X2.3	0,853	0,921	0,868	0,835
Y1	0,814	0,832	0,888	0,828
Y2	0,817	0,776	0,893	0,833
Y3	0,862	0,876	0,926	0,870
Z1	0,864	0,786	0,847	0,906
Z2	0,836	0,819	0,854	0,925
Z3	0,879	0,843	0,892	0,943
X1.1	0,937	0,827	0,853	0,874

Source; Research Results (Data Processed)

From the table above, the cross-loading results show that the correlation values between constructs/variables and their indicators are greater than the correlation values with indicators of other constructs. Therefore, all constructs or latent variables have good discriminant validity compared to the indicators in other blocks.

Composite Reliability

Table 4 Composite Reliability

	Composite Reliability
Workload	0,954
Work Discipline	0,932
Organizational Commitment	0,929
Job Satisfaction	0,947

Sumber: *Output Smart PLS* (Hasil Olah Data)

The table above shows the results of the composite reliability test, where the workload variable (X1) is 0.954, work discipline (X2) is 0.932, organizational commitment (Y) is 0.929, and job satisfaction (Z) is 0.947. All four variables have composite reliability values greater than 0.70. Therefore, it can be concluded that all variables in this study are reliable.

Table 5 Latent Variable Correlations

	Workload	Work Discipline	Organizational Commitment	Job Satisfaction
Workload	1,000	0,906	0,921	0,929
Work Discipline	0,906	1,000	0,918	0,883
Organizational Commitment	0,921	0,918	1,000	0,935
Job Satisfaction	0,929	0,883	0,935	1,000

Sumber: *Output Smart PLS* (Hasil Olah Data)

From the Latent Variable Correlations table, the average correlation values between the variables were obtained, all showing average correlation values above 0.5. The highest correlation value is between the organizational commitment variable and job satisfaction, which is 0.935. This correlation value indicates a stronger relationship compared to the relationships between other variables.

PLS Model Analysis

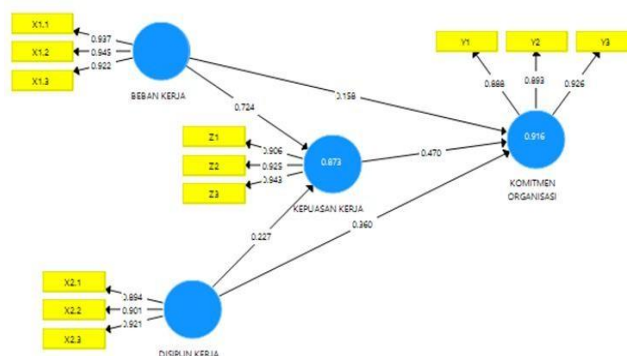


Figure 2 PLS Model

Source: *Output Smart PLS* (Data Processing Result)

In the PLS output figure, the factor loading values of each indicator can be seen above the arrows between the variables and their indicators. Additionally, the path coefficients are displayed above the arrows between the exogenous and endogenous variables. Furthermore, the R-Square value can be observed inside the circle of the endogenous variable.

Table 6. R-Square

	R Square
Organizational Commitment	0,916
Kepuasan kerja	0,873

Based on the table above, it can be seen that the R^2 value for organizational commitment is 0.916 and the R^2 value for job satisfaction is 0.873. This can be interpreted to mean that the model is able to explain 91.6% of the variance in organizational commitment, which is influenced by workload and work discipline with job satisfaction as a mediating variable. The remaining 8.4% is influenced by other variables outside of this study. Meanwhile, the phenomenon of job satisfaction, which is influenced by workload and work discipline, accounts for 87.3%. The rest is influenced by variables outside the scope of this research.

Hypothesis Testing

Table 7. Inner Weight

Direct Effect Hypotesizes Testing					
Hipotesis	Eksogen	Endogen	Path Coeffisien	T-Statistic	P-Value
H1	Workload	Organizational Commitment	0,158	1,164	0,245
H2	Work Discipline	Organizational Commitment	0,360	3,035	0,003

Indirect Effect Hypotesizes Testing						
Hipotesis	Eksogen	Mediator	Endogen	Path Coeffisien	T-Statistic	P-Value
H3	Workload	Job Satisfaction	Organizational Commitment	0,340	3,251	0,001
H4	Work Discipline	Job Satisfaction	Organizational Commitment	0,107	2,011	0,045

Sumber: Output Smart PLS (Data Processing Result)

1. The effect of workload on organizational commitment is rejected, because it has a p-value of 0.245, which is greater than the alpha value of 0.05 (5%). The path coefficient is 0.158, and the t-statistic is $1.164 < 1.96$, indicating an insignificant relationship.
2. The effect of work discipline on organizational commitment is accepted, with a p-value of 0.003, which is less than the alpha value of 0.05 (5%). The path coefficient is 0.360, and the t-statistic is $3.035 > 1.96$, indicating a significant positive relationship.
3. The effect of workload on organizational commitment through job satisfaction is accepted, with a p-value of 0.001, which is less than the alpha value of 0.05. The path coefficient is 0.340, and the t-statistic is $3.251 > 1.96$, indicating a significant positive relationship.
4. The effect of work discipline on organizational commitment through job satisfaction is accepted, with a p-value of 0.045, which is less than 0.05. The path coefficient is 0.107, and the t-statistic is $2.011 > 1.96$, indicating a significant positive relationship.

5. Discussion

The Effect of Workload on Organizational Commitment

Based on the research conducted, the results show that workload has a positive but not significant effect on organizational commitment among employees at PT PLN Nusantara Power Unit Pembangkitan Pacitan. Therefore, the hypothesis stating that workload has a

positive and significant effect on organizational commitment for employees at PT PLN Nusantara Power Unit Pembangkitan Pacitan is rejected. This finding is in line with the research by Candra et al. (2019), which stated that workload has a positive but not significant effect on organizational commitment.

This condition occurs because employees at PT PLN Nusantara Power UP Pacitan already have a clear division of tasks, so they do not experience excessive workload that could potentially reduce organizational commitment. Additionally, employees perceive workload as a reasonable part of their job responsibilities and view workload as a challenge that motivates them.

The Effect of Work Discipline on Organizational Commitment

Based on the research conducted, the results show that work discipline has a positive and significant effect on organizational commitment among employees at PT PLN Nusantara Power Unit Pembangkitan Pacitan. Therefore, the hypothesis stating that work discipline has a positive and significant effect on organizational commitment among employees at PT PLN Nusantara Power Unit Pembangkitan Pacitan is accepted. This finding aligns with the study by Yanti et al., which demonstrated that work discipline has a positive and significant influence on organizational commitment. Employees with good work discipline tend to be more loyal and committed to achieving organizational goals and are more compliant with company rules and norms. Work discipline is implemented to achieve further organizational objectives, so employees' trust and acceptance of work discipline will help the organization achieve its goals (Melda Yanti et al., 2022).

The Effect of Workload on Organizational Commitment Through Job Satisfaction as a Mediating Variable

Based on the research conducted, the results indicate that workload has a positive and significant effect on organizational commitment with job satisfaction as a mediating variable among employees at PT PLN Nusantara Power Unit Pembangkitan Pacitan. Therefore, the hypothesis stating that workload has a positive and significant effect on organizational commitment with job satisfaction as a mediating variable among employees at PT PLN Nusantara Power Unit Pembangkitan Pacitan is accepted. This finding is consistent with the research by Handoko et al., which stated that workload has a positive and significant effect on organizational commitment through job satisfaction (Handoko et al., 2024). Under certain conditions, when workload increases, job satisfaction may decrease. However, employees with high commitment still feel satisfied with their work and maintain their responsibilities as part of the organization. When employees have high job satisfaction, such as receiving a salary that corresponds to their workload, they tend to be more motivated and able to face increased workload without experiencing a decline in organizational commitment (Handoko et al., 2024).

The Effect of Work Discipline on Organizational Commitment Through Job Satisfaction as a Mediating Variable

Based on the research conducted, the results show that work discipline has a positive and significant effect on organizational commitment with job satisfaction as a mediating variable among employees at PT PLN Nusantara Power Unit Pembangkitan Pacitan. Therefore, the hypothesis stating that work discipline has a positive and significant effect on organizational commitment with job satisfaction as a mediating variable among employees at PT PLN Nusantara Power Unit Pembangkitan Pacitan is accepted. This finding aligns with the study by Surito, which shows that work discipline positively and significantly influences employee organizational commitment through job satisfaction as a mediating variable. Discipline creates a structured, productive, and orderly work environment. This enhances employees' job satisfaction, which is the feeling of contentment with their work and working conditions. When employees feel satisfied with their job, they tend to demonstrate higher commitment to the organization because they feel valued, comfortable, and motivated to contribute (A. Hadi and Aiyub, 2019).

Based on the research conducted, work discipline plays an important role in improving employee performance by creating orderliness, efficiency, and responsibility in the workplace. Consistent application of discipline not only enhances individual productivity but also strengthens teamwork and professionalism in the work environment. Thus, work discipline directly contributes to the overall success of the company.

In addition to work discipline, effective leadership also plays a crucial role in enhancing employee performance by providing direction, motivation, and a conducive work environment. Good support and communication from leaders can increase employee loyalty and work enthusiasm, resulting in more optimal individual and team productivity, which ultimately has a positive impact on achieving organizational goals.

Conclusion

Based on the results of the study above, it can be concluded that work load that is well-managed does not reduce organizational commitment. This is because employees at PT PLN Nusantara Power UP Pacitan already have a clear division of tasks, so they do not experience excessive workload that could potentially lower organizational commitment. Furthermore, the better the work discipline, the higher the organizational commitment will be. Employees at PT PLN Nusantara Power UP Pacitan who have good work discipline tend to be more loyal and committed to achieving organizational goals, as well as more compliant with company rules and norms. Work discipline is applied to achieve the organization's further objectives.

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