

The Role of Work Engagement in Mediating Organizational Culture and Self-Efficacy on Commitment at PT. Perusahaan Listrik Negara

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Abstract

Objective: This study aims to determine the influence of organizational culture and self-efficacy on organizational commitment, with work engagement as a mediating variable.

Design/Methods/Approach: This research uses a quantitative approach. The population in this study consists of all employees of PT. PLN. The sampling technique used is random sampling, with a sample size of 225 respondents. Data collection was carried out through questionnaires distributed via Google Forms. Data analysis was conducted using SmartPLS 4.0 software to perform outer model tests (convergent validity, discriminant validity, AVE, composite reliability, and Cronbach's alpha), inner model tests (model fit), and hypothesis testing.

Findings: 1) Organizational culture affects organizational commitment, 2) Self-efficacy does not affect organizational commitment, 3) Organizational culture does not affect work engagement, 4) Self-efficacy affects work engagement, 5) Work engagement affects organizational commitment, 6) Organizational culture does not affect organizational commitment through work engagement, 7) Self-efficacy affects organizational commitment through work engagement.

Originality/Value: The novelty of this research lies in the fact that no previous studies have examined organizational commitment at PT. PLN by considering the factors of Organizational Culture and Self-Efficacy, with Work Engagement as a mediating variable.

Practical/Policy implication: The results of this research can be used as input in formulating human resource policies aimed at enhancing organizational commitment by considering organizational culture, self-efficacy, and work engagement.

Keywords: Organizational Culture, Self-efficacy, Work Engagement, Organizational Commitment

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Introduction

In the context of globalization and the intensification of competition in today's business world, companies are required not only to maintain their market position but also to ensure their future growth and sustainability. One crucial aspect of achieving this goal is the management of human resources (HR) (Dessler, 2020). Proper HR management is key to an organization's success. Implementing HR practices requires a deep understanding of organizational dynamics and human resources. With a strategic approach, proper HR management can strengthen the foundation for an organization's long-term growth and success (Gupta, 2020).

(Schein, 2018) defines organizational culture as a collection of values, norms, and practices shared by members of the organization, significantly impacting various operational and strategic aspects of the company. From improving employee performance to facilitating innovation, the influence of organizational culture on achieving a company's strategic goals cannot be ignored (Iskamto, 2023; Pranitasari, 2022).

A strong and positive culture can influence employees to increase their commitment to the organization, which in turn impacts productivity, job satisfaction, and employee retention. Conversely, a weak or negative organizational culture can lead to decreased morale, increased turnover, and difficulties in recruiting new talent (Pranitasari & Saputri, 2020). Organizational culture not only serves as the

foundation for daily behavior and interactions within the company but also as a driving force for innovation, adaptation, and long-term success. Therefore, building and maintaining a strong and positive organizational culture should be a strategic priority for business leaders (Budiyanto et al., 2014; Denison & Haaland, 2013; Novialni et al., 2024; Pranitasari, 2020).

Self-efficacy, a concept introduced by Bandura (2012) in his social cognitive theory, refers to an individual's belief in their ability to successfully complete tasks or achieve specific goals. This concept has become a central focus in psychology and management research due to its significant influence on motivation, behavior, and individual performance. The impact of self-efficacy on individual behavior and performance is particularly important in the context of career development and organizational commitment, making it a rich area for exploration in HR management (Reschly & Christenson, 2022).

Self-efficacy plays a crucial role in determining how individuals approach tasks and challenges, make career decisions, and interact within the organizational context. A deeper understanding of self-efficacy dynamics can help organizations design interventions to support employee career development and enhance organizational commitment (Pranitasari, et al., 2023; Putri & Wibawa, 2018).

Organizational commitment is one of the key concepts in organizational psychology and HR management, referring to the level of attachment and loyalty an employee has to their organization (Nisa et al., 2022; Renyut et al., 2017; Wibowo et al., 2022). This commitment is often seen as an important predictor of several outcomes relevant to the organization, including employee retention, performance, and motivation. By understanding and enhancing organizational commitment, companies can achieve greater workforce stability and organizational effectiveness (Taylor, 2014).

Organizational commitment plays an important role in determining workforce stability and overall company performance. Employees with high commitment tend to show lower absenteeism, reduced turnover, and higher performance levels. This, in turn, affects the long-term success of the organization in achieving its strategic goals (Kharismawati & Dewi, 2016; Setiyanto & Hidayati, 2018).

Employee engagement is a crucial aspect of an organization's success and sustainability. Work engagement refers to the level of involvement, enthusiasm, and dedication employees have towards their work and their company (Bakker & Demerouti, 2008; Macey & Schneider, 2008; Taylor, 2014). Engaged employees tend to be more productive. They have high motivation to deliver their best work because they feel emotionally connected to the company. This means they often work harder, more efficiently, and with higher quality compared to disengaged employees. Work engagement helps strengthen a positive organizational culture (Pranitasari et al., 2019). Engaged employees are more likely to have positive attitudes towards their work and colleagues, which can boost morale and reinforce the company's core values. Overall, work engagement helps organizations achieve their business goals. Engaged employees are more likely to understand and support the company's strategic goals, which can accelerate growth and long-term success (Bakker et al., 2011; Knight et al., 2017).

PT. Perusahaan Listrik Negara (Persero), or PT. PLN, is a state-owned company whose management is aimed at serving the public. As a government enterprise, PT. PLN can be categorized as an electric utility company that relies on the quality of service provided to the public. PT. PLN also produces electricity through its generating units.

As a state-owned company, PT. PLN receives scrutiny from various parties regarding the effectiveness of its work and the quality of service it provides. Therefore, improving quality and work effectiveness is very important. This can be seen from the level of organizational effectiveness in performing its functions. An organization can survive and grow if it can operate effectively.

The demands faced by PT. PLN as a state-owned enterprise include the pressure to improve the welfare of its stakeholders, including the government, management, customers, suppliers, distributors, and others. Concrete forms include regulation & political pressure, where PT. PLN is required to provide the best service with minimal costs or subsidies. Social pressure also exists, with increasing demands from the public for affordable and high-quality products. Thus, pricing and subsidy mechanisms are very important.

Internally, PT. PLN is required to be economical and efficient to become a robust and professional business entity with global competitiveness. The focus areas for PT. PLN include economy, efficiency, effectiveness, equity, and performance. Under such conditions, PT. PLN can function as a key driver of regional economic growth and development (engine of growth and center of economic activity).

Organizational culture plays a crucial role in achieving company targets. The new culture developed by the company has been established by PT. PLN through a code of conduct that explains the expected relationships between superiors and subordinates, among colleagues, and overall interactions within the company. The code of conduct, established by PT. PLN's head office, also outlines the company's vision to

be recognized as a world-class company that grows, excels, and is trusted, relying on human potential. This vision highlights the need for developing individual potential so that employees can drive the company to continuously grow and excel in its field. Developing individual potential greatly depends on how the company structures employee career development, which significantly influences the company's culture.

Human resources are the most important asset of an organization. No matter how well-organized an organization is, or how complete its facilities are, they have no meaning without the people managing, using, and maintaining them. Recognizing the importance of human resources in supporting the success of a company or organization in achieving its goals, spending on attracting, developing, and retaining employees is viewed as an investment rather than a cost. Employees are assets that need constant quality improvement, which will ultimately impact long-term productivity and profitability.

Given the increasing importance of human resources, their management requires special attention to enable organizations to achieve their goals, especially in a competitive business environment. PT. PLN, as a state-owned enterprise, must enhance the quality of its human resources to improve efficiency, effectiveness, and performance. The changes occurring within PT. PLN aim to achieve its vision of being recognized as a world-class company that grows, excels, and is trusted, relying on human potential. The recognized values guiding PT. PLN employees' behavior include mutual trust, integrity, care, and being a learner. Through these values, PT. PLN aims to provide the best electric utility service that meets international standards, relying on the capabilities of its entire workforce. These values form the root of PT. PLN's organizational culture.

The characteristics indicating the presence of an organizational culture include individual initiative, risk tolerance, direction, integration, management support, control, identity, reward systems, conflict tolerance, and communication patterns. Organizational culture, through these indicators, will show whether it influences employee motivation through career development methods. This study will analyze the relationship between the existing culture and employee organizational commitment.

Literature Review and Hypotheses Development

Organizational Culture

Organizational culture is a concept in management and organizational studies that describes the attitudes, experiences, values, and beliefs that prevail within an organization. Schein (2018) defines organizational culture as a comprehensive system of beliefs, norms, and values accepted by members of an organization that determines how the organization behaves. Schein also explains how culture develops, how it becomes what it is today, or how it can be changed if the survival of the organization is at stake. This requires a definition that helps understand the dynamic evolutionary forces that influence how a culture evolves and changes. Schein ultimately provides a more widely accepted definition, stating that organizational culture is a pattern of basic assumptions that a group has discovered, rediscovered, or developed as it learns to cope with external adaptation and internal integration problems that have worked well enough to be considered valid and, therefore, taught to new members as the correct way to perceive, think, and behave in relation to those problems.

Robbins & Judge (2024) define organizational culture as a shared perception held by members of an organization that constitutes a system of shared meaning. Meanwhile, Dessler (2020) states that organizational culture is the characteristic values, traditions, and habits imparted by company employees. Dessler's definition includes the words "characteristic" and "habits," which the researcher considers can be triggers for an employee's loyalty to their company. Armstrong (2014) defines organizational culture or corporate culture as the values, norms, beliefs, attitudes, and assumptions that shape how people within the organization behave and do things.

From these definitions, it is evident that although experts differ in the words they use, they all agree that organizational culture involves shared values, assumptions, and norms that guide individual behavior within the organization. This culture is formed over time and influences how work is performed and how employees interact within the organization. Each definition contributes a perspective that can help understand the concept of organizational culture more deeply.

Indicators of Organizational Culture Robbins & Judge (2024) Indicators: employee identification, group work orientation, consideration of employee impact, coordination of work units, behavioral control, risk tolerance, outcome orientation, openness to change, employee reward management, conflict tolerance. Robbins and Judge highlight not only the outcomes that companies achieve but also emphasize the importance of considering employee well-being to maintain a healthy organizational culture. Luthans (2011) Indicators: observed behavioral regularities, norms, philosophy rules, organizational climate. While

Luthans' points differ from Robbins and Judge's, both emphasize the importance of employee behavior and adherence to shared norms within the organization. Pranitaari et al. (2018); Pranitaari & Saputri (2020) Indicators: innovation and risk-taking, attention to detail, outcome orientation, individual orientation, team orientation, aggressiveness, stability. Muijen et al. (1999) Indicators: support orientation, innovation orientation, rules orientation, goals orientation.

Self-efficacy

The study of self-efficacy has become an important topic in psychology and management due to its significant impact on various aspects of individual behavior and performance. Self-efficacy refers to an individual's belief in their ability to overcome challenges and achieve goals (Pranitaari, et al., 2023).

The theory of self-efficacy, developed by Bandura (2012), is a component of social cognitive theory. According to Bandura, self-efficacy influences the choices individuals make, the effort they exert, and their perseverance when facing challenging tasks. Self-efficacy is affected by personal experiences, observations of others, verbal persuasion, and physiological reactions. It is defined as an individual's belief in their capability to organize and execute the actions necessary to achieve specific accomplishments. This belief represents a personal conviction in one's ability to reach goals or overcome obstacles successfully.

Riopel (2019) has developed indicators and instruments for studying self-efficacy. The indicators used are as follows: perceiving problems, developing interests, tendency to develop commitment, handling disappointment.

Organizational Commitment

Organizational commitment refers to the level of attachment and loyalty an employee has towards their organization. This concept encompasses how strongly employees feel connected to the organization, their willingness to exert effort for the organization, and their desire to remain a part of it. Organizational commitment is a crucial indicator for understanding employee retention and productivity, as well as overall well-being within the workplace.

Organizational commitment is a behavioral dimension that assesses the degree of an individual's engagement with an organization in fulfilling their duties and responsibilities. This commitment is viewed as a value orientation towards the organization, where individuals prioritize their job and the organization highly. Voluntarily, these individuals work hard and develop their potential to support the organization in achieving its goals.

Amstrong (2014) defines organizational commitment as the relative level of identification and involvement an individual has with the organization. This is expressed through the acceptance of the organization's values and goals, as well as a strong desire to maintain membership within the organization. Organizational commitment is also described by Robbins & Judge (2015) as a state in which an employee supports the organization they work for and its goals, with a strong desire to remain part of it. This means that high job commitment indicates support for a specific job, while high organizational commitment reflects support for the organization that employs them.

According to Coulter (2016), organizational commitment is the extent to which employees believe in and accept the organizational goals, and have the desire to stay with the organization. This commitment is fundamental in measuring how strongly individuals are attached to and support their organization.

Meyer et al. (1993) are prominent researchers in the study of organizational commitment. They developed the most widely recognized and applied model of organizational commitment, known as the three-component model. This model defines organizational commitment as a psychological state characterized by the following components: affective commitment, continuance commitment, normative commitment.

Work Engagement

Work engagement is a concept that describes the extent to which employees feel psychologically involved with their organization and the tasks and roles they perform. Work engagement encompasses several key aspects such as dedication, enthusiasm, and absorption in performing work (Bakker & Demerouti, 2008). Work engagement not only benefits individuals in terms of job satisfaction and personal well-being but also provides significant advantages to organizations, including increased productivity, efficiency, employee retention, and overall better business outcomes. Organizations with high levels of work engagement often show better performance in the market competition because their employees are

more motivated and dedicated to achieving the company's goals (Aryanti & Herawati, 2021; Pranitasari, 2019).

Given the importance of work engagement, many organizations are now focusing on developing programs and strategies to enhance employee engagement. This includes ensuring employee well-being, providing constructive feedback, improving communication between employees and management, and offering opportunities for professional growth and development. Thus, work engagement is a key element that not only affects job satisfaction and individual productivity but also the overall success and sustainability of the organization (Dessler, 2020; Noe et al., 2017).

Indicators of work engagement include: vigor, dedication, absorption (Kular et al., 2008; Macey et al., 2009; Schaufeli & Bakker, 2003; Titién, 2016).

Method

The study was conducted with employees of PT. PLN, the central office, with a total workforce of approximately 7,000 employees. The research utilized a purposive sampling technique. Purposive sampling, also known as judgmental sampling, involves selecting samples based on specific criteria. It is a type of non-probability sampling, meaning not every member of the population has an equal chance of being selected (Sugiyono, 2014). The criteria set for this study were permanent employees who have worked for more than three years.

According to Hair et al. (2017), if the sample size is too large, it may be challenging to obtain a suitable model, and it is recommended to use a sample size of between 100 and 200 respondents for Structural Equation Modeling (SEM). The sample size will be determined based on the minimum sample size calculation. According to Hair et al. (2017), the minimum sample size for SEM is calculated as: (Number of indicators + Number of latent variables) x (5 to 10 times). Based on this guideline, the sample size for this study is calculated as follows: Number of indicators + Number of latent variables = 14 + 4 = 18. Sample size = 18 x 10 = 180. Therefore, the minimum sample size for this study is 180 employees. The questionnaire distribution to employees resulted in 225 respondents.

Result and Discussion

Result

Outer Model Analysis

1. Construct Validity Testing

Validity is a measure that indicates the degree to which an instrument measures what it is intended to measure. There are two types of construct validity testing:

a. Convergent Validity

Convergent validity refers to the factor loading values of latent variables with their corresponding indicators. The calculation is performed in two stages to ensure that all manifest variables have factor loadings greater than 0.7. The results of these calculations are presented in Table 1.

Table 1. Results of Stage II Data Processing

Manifest Variables	Organizational culture	Work Engagement	Organizational Commitment	Self-efficacy	Description
X111	0.742				Valid
X112	0.815				Valid
X13	0.735				Valid
X14	0.822				Valid
X15	0.798				Valid
X16	0.836				Valid
X17	0.718				Valid
X18	0.790				Valid
X19	0.737				Valid

Manifest Variables	Organizational culture	Work Engagement	Organizational Commitment	Self-efficacy	Description
X214				0.721	Valid
X215				0.810	Valid
X216				0.872	Valid
X217				0.725	Valid
X218				0.843	Valid
X219				0.892	Valid
X220				0.837	Valid
X221				0.796	Valid
X223				0.788	Valid
X224				0.825	Valid
Y25			0.783		Valid
Y27			0.763		Valid
Y28			0.761		Valid
Y29			0.779		Valid
Y31			0.823		Valid
Y32			0.772		Valid
Y33			0.769		Valid
Z34		0.883			Valid
Z35		0.860			Valid
Z36		0.860			Valid
Z37		0.887			Valid
Z38		0.841			Valid
Z39		0.812			Valid
Z40		0.763			Valid
Z41		0.851			Valid
Z42		0.845			Valid

b. **Discriminant Validity** is the cross factor loading value to determine whether the construct has adequate discriminant, by comparing the loading value on the targeted construct which must be greater than the loading value with other constructs. The cross factor loading results are shown in Table 2.

Table 2. Discriminant Validity – Cross Factor Loading

Manifest Variables	Organizational culture	Work Engagement	Organizational Commitment	Self-efficacy	Description
X111	0.742	0.278	0.416	0.359	Valid
X112	0.815	0.411	0.561	0.452	Valid
X13	0.735	0.430	0.535	0.461	Valid
X14	0.822	0.363	0.509	0.448	Valid
X15	0.798	0.473	0.607	0.481	Valid
X16	0.836	0.369	0.500	0.428	Valid
X17	0.718	0.385	0.537	0.414	Valid

Manifest Variables	Organizational culture	Work Engagement	Organizational Commitment	Self-efficacy	Description
X18	0.790	0.405	0.565	0.473	Valid
X19	0.737	0.394	0.509	0.460	Valid
X214	0.385	0.604	0.517	0.721	Valid
X215	0.440	0.669	0.562	0.810	Valid
X216	0.469	0.731	0.645	0.872	Valid
X217	0.414	0.575	0.507	0.725	Valid
X218	0.555	0.712	0.662	0.843	Valid
X219	0.505	0.753	0.714	0.892	Valid
X220	0.477	0.664	0.639	0.837	Valid
X221	0.412	0.682	0.628	0.796	Valid
X223	0.506	0.651	0.628	0.788	Valid
X224	0.469	0.701	0.685	0.825	Valid
Y25	0.569	0.723	0.783	0.722	Valid
Y27	0.524	0.585	0.763	0.491	Valid
Y28	0.512	0.558	0.761	0.501	Valid
Y29	0.649	0.499	0.779	0.457	Valid
Y31	0.487	0.773	0.823	0.680	Valid
Y32	0.557	0.636	0.772	0.692	Valid
Y33	0.435	0.661	0.769	0.576	Valid
Z34	0.477	0.883	0.750	0.755	Valid
Z35	0.461	0.860	0.750	0.775	Valid
Z36	0.396	0.860	0.729	0.665	Valid
Z37	0.386	0.887	0.694	0.726	Valid
Z38	0.434	0.841	0.672	0.688	Valid
Z39	0.367	0.812	0.616	0.683	Valid
Z40	0.492	0.763	0.665	0.663	Valid
Z41	0.416	0.851	0.691	0.699	Valid
Z42	0.429	0.845	0.671	0.669	Valid

Based on Table 2, it is found that overall each variable has a cross loading value that is greater than the other constructs and can be said to be valid. Apart from using the cross loading value, the discriminant validity test can also be determined through the Average Variance Extracted (AVE) value provided that each variable indicator with a criteria value greater than 0.5 is considered valid. The following are the Average Variance Extracted (AVE) values in this research:

Table 3. Average Variance Extracted (AVE)

Variable	Average variance extracted (AVE)	Description
Organizational culture	0.606	Valid
Work Engagement	0.715	Valid
Organizational Commitment	0.606	Valid
Self-efficacy	0.660	Valid

2. **Reliability** is the part used to test the reliability value of variable indicators. Variables can be said to be reliable if the Composite Reliability or Cronbach's alpha value of each reliable is > 0.7.

Table 4. Composite Reliability

Variable	Cronbach's alpha	Composite reliability	Description
Organizational culture	0.918	0.921	Reliable
Work Engagement	0.950	0.951	Reliable
Organizational Commitment	0.892	0.895	Reliable
Self-efficacy	0.942	0.946	Reliable

Inner Model Analysis

Inner model analysis in PLS includes the Goodness of Fit Index (GoF) and path coefficients between constructs. GoF describes the overall level of model fit calculated from the squared residual of the predicted model compared to the actual data. The Goodness of Fit (GoF) value is obtained by looking at the NFI, which is 0.784. The closer the NFI value is to 1, the more the model corresponds to the actual data. The path coefficients resulting from this research are presented in Table 5 as follows:

Table 5. Path Coefficient

Influence	Coefficient
Organizational Culture → Organizational Commitment	0.338
Organizational Culture → Work Engagement	0.047
Self-efficacy → Organizational Commitment	0.102
Self-efficacy → Work Engagement	0.805
Work Engagement → Organizational Commitment	0.565
Organizational Culture → Work Engagement → Organizational Commitment	0.0265
Self-efficacy → Work Engagement → Organizational Commitment	0.455

Hypothesis Testing

In the evaluation of the structural model above, an evaluation was carried out by looking at the significance of the relationship between constructs as indicated by the t-statistic value by looking at the output from the bootstrap. Where variables have a t-statistic value ≥ 1.96. said to be valid or significant (Haryono, 2017). The bootstrap output can be seen in Table 6 below:

Table 6. Research T-Statistics

	T statistics (O/STDEV)	P values	Description
Organizational Culture → Work Engagement	1.019	0.308	Not Significant
Organizational Culture → Organizational Commitment	5.701	0.000	Significant
Work Engagement → Organizational Commitment	6.742	0.000	Significant
Self-efficacy → Work Engagement	23.621	0.000	Significant
Self-efficacy → Organizational Commitment	1.172	0.241	Not Significant
Organizational Culture → Work Engagement → Organizational Commitment	1.018	0.309	Not Significant
Self-efficacy → Work Engagement → Organizational Commitment	6.145	0.000	Significant

Discussion

The Effect of Organizational Culture on Organizational Commitment

Organizational culture affects organizational commitment by 33.8%. An improved organizational culture (typically referring to aspects such as enhanced communication, inclusiveness, ethics, employee well-being, and effective leadership) can increase employee commitment. A more solid organizational culture (how strongly the culture is internalized by members and how consistently the values and norms are applied) can enhance employees' organizational commitment. PLN has undergone a long journey, starting from 2002 with SIPP, then evolving its values to become PLN TERBAIK in 2019 based on surveys from 2014 and 2017, and revitalizing through interviews and FGDs involving the BOD and BOD-1. It then adjusted its content and changed its name to I Promise in July 2020, in line with the PLN Transformation agenda. However, by the end of 2020, PLN Group had to implement AKHLAK as core values, in line with AKHLAK becoming mandatory core values for all SOEs. According to measurements in 2020 through interviews with the entire BOD and FGDs with representatives of Senior Leaders and Rangers of PLN Group, one of PLN's challenges is shifting the culture from "AS IS" to "TO BE" in line with achieving the vision and PLN Transformation agenda. Another challenge is significant cultural entropy. At PLN, we interpret entropy as "energy spent on non-productive activities within a work environment and not aligned with AKHLAK." There are three contributing factors: 1) Factors that slow down the organization and prevent quick decision-making, 2) Factors that hinder employees from working effectively, and 3) Factors that cause friction among employees. The core value of AKHLAK is expected to reduce cultural entropy, thus creating a better and healthier organizational culture atmosphere within the company.

The results of this study are inconsistent with the findings of Dewi & Surya (2017); Pranitasari et al., (2023); Qulub (2019); Suparta (2019), but are consistent with the findings of Jazilah (2023); Luly (2016).

The Effect of Self-Efficacy on Organizational Commitment

Self-efficacy does not affect organizational commitment. Self-efficacy refers to an individual's belief in their ability to succeed in specific tasks. Organizational commitment at PLN is based on the company's vision, which aims to be achieved collectively with various supporting factors, such as the work environment, roles & responsibilities, and the values implemented by the company. Therefore, self-efficacy does not directly influence organizational commitment. For example, if an employee at PLN has a breakthrough idea for implementation but is not supported by management due to factors such as budget constraints, limited human resources, and other issues, the breakthrough idea will not be realized.

This study's findings are inconsistent with the research conducted by Alfarius & Pranitasari (2023); Dewi (2020); Setia (2005); Vasconcelos et al. (2023), and Vanny et al. (2022), but align with the findings of Rivaldi et al. (2023).

The Effect of Organizational Culture on Work Engagement

Organizational culture does not affect work engagement. In implementing the core value of AKHLAK to every employee, PLN has a behavioral guide as a reference for character formation. Employees who do not fully adhere to the behavioral guidelines, as long as their behavior is not categorized as a violation, will not impact their work engagement.

This study's findings are inconsistent with the research conducted by Pranitasari et al. (2024), Pranitasari et al. (2023), Soeharso (2020), Yakup (2017), and Anggreana (2015) but align with the findings of Hani & Idulfilastri (2023).

The Effect of Self-Efficacy on Work Engagement

Self-efficacy affects work engagement by 80.5%. Self-efficacy is an individual's belief in their ability to succeed in specific tasks. Higher levels of self-efficacy can enhance work engagement. Employees with high self-efficacy feel more confident in their abilities to complete tasks and achieve goals. This confidence makes them more likely to be actively involved in their work because they believe they can handle challenges and achieve desired outcomes. Employees with high self-efficacy feel they have greater control over their work and the results they achieve. This sense of empowerment strengthens their engagement because they believe their work has a tangible and meaningful impact. For example, PLN employees who work according to their interests are likely to contribute their best, which will increase their work engagement. Conversely, PLN employees placed in roles that do not match their interests are likely to work

passively and experience demotivation, reducing their work engagement and, in some cases, leading them to end their employment (resign).

This study's findings align with the research conducted by Mariana et al. (2024); Nugroho et al. (2013); Ouweneel et al. (2013); Reschly & Christenson (2022); Saepudin et al. (2015).

The Effect of Work Engagement on Organizational Commitment

Work engagement affects organizational commitment by 56.5%. Work engagement refers to the level of involvement, enthusiasm, and dedication employees have towards their work, while organizational commitment reflects how loyal and attached employees feel to their organization. Higher levels of work engagement can increase employees' organizational commitment. Employees who are engaged in their work often feel ownership and loyalty to the organization. They see themselves as an important part of the team and contribute significantly to the organization's goals, which enhances their commitment.

To increase individual commitment to the organization, PLN has implemented rewards for high-performing employees through positive semester evaluations and individual performance incentives. This motivates employees to continuously improve their performance and contribution to the company, which indirectly enhances their loyalty and sense of care for the organization.

This study's findings align with the research conducted by (Fahrani et al., 2016; Meylasari, 2012; Riyanto et al., 2017).

The Effect of Organizational Culture on Work Engagement and Organizational Commitment

Organizational culture does not affect organizational commitment through work engagement. PLN's cultural entropy includes three contributing factors: 1) Factors that slow down the organization and prevent quick decision-making, 2) Factors that hinder employees from working effectively, and 3) Factors that cause friction among employees. PLN faces significant cultural entropy challenges, with the largest contributor being factors that slow down the organization and hinder quick decision-making, including confusion due to changes, convoluted bureaucracy, and long hierarchies. Despite these challenges, they do not impact employee work engagement, thus maintaining PLN's commitment to achieving the organizational vision.

The Effect of Self-Efficacy on Work Engagement and Organizational Commitment

Self-efficacy affects organizational commitment through work engagement by 45.55%. Work engagement is an effective mediating variable between self-efficacy and organizational commitment. This is demonstrated by the fact that self-efficacy does not directly influence organizational commitment but does so through work engagement.

Self-efficacy, or an individual's belief in their ability to succeed in specific tasks, plays a crucial role in shaping work engagement, which in turn affects organizational commitment. When employees have high self-efficacy, they tend to feel more confident in tackling their tasks and job challenges. This confidence boosts their intrinsic motivation, driving them to be more engaged and put in greater effort in their work.

Employees with high self-efficacy are more likely to overcome obstacles and challenges that may arise in their daily work. They view problems not as barriers but as opportunities to learn and grow. This positive attitude enhances their engagement in their work, as they feel they have control and can influence their work outcomes. This creates a more satisfying and meaningful work experience, directly increasing their work engagement.

Work engagement is a state where employees feel energetic, enthusiastic, and committed to their work. Engaged employees tend to feel more satisfied with their jobs, strengthening their emotional connection with the organization. They are more likely to feel that their work is meaningful, their efforts are valued, and they make significant contributions to the organization's goals. These factors reinforce organizational commitment, or the desire and determination to remain part of the organization.

Work engagement acts as a mediator between self-efficacy and organizational commitment because through high engagement, employees develop strong emotional bonds with the organization. They feel that the organization provides a supportive environment where they can grow and reach their full potential. This results in deep loyalty and a desire to stay with the organization long-term, even in the face of other job offers or organizational challenges.

Thus, self-efficacy not only enhances work engagement through increased motivation and job satisfaction but also strengthens employees' commitment to the organization by creating strong emotional

bonds and a sense of belonging. This explains why employees who believe in their abilities tend to be more engaged and loyal to their organizations.

To enhance employee engagement, PLN has made various efforts, such as strengthening the company's culture through the ranger program across all PLN units in Indonesia. Adjusting work patterns with a hybrid scheme to improve employee productivity and cost efficiency. Adjusting the work environment by adopting digitalization and co-working space concepts to create discussion areas that provide comfort and ease for employees in their work.

Conclusion and future direction

The conclusion of this research are Organizational culture affects organizational commitment by 33.8%. A stronger or more solid organizational culture can enhance organizational commitment; Self-Efficacy and Organizational Commitment: Self-efficacy does not affect organizational commitment; Organizational Culture and Work Engagement: Organizational culture does not affect work engagement; Self-Efficacy and Work Engagement: Self-efficacy affects work engagement by 80.5%. Higher self-efficacy can significantly increase employees' work engagement; Work Engagement and Organizational Commitment: Work engagement affects organizational commitment by 56.5%. Higher levels of work engagement can improve employees' organizational commitment; Organizational Culture, Work Engagement, and Organizational Commitment: Organizational culture does not affect organizational commitment through work engagement; Self-Efficacy, Work Engagement, and Organizational Commitment: Self-efficacy affects organizational commitment through work engagement by 45.55%. Work engagement is an effective mediating variable between self-efficacy and organizational commitment.

Future directions that can be given from the results of this research are: Organizational Culture and Organizational Commitment: Organizational culture influences organizational commitment. To enhance organizational commitment, efforts should focus on improving organizational culture, particularly by developing employee skills that align with the company's strategic needs, Self-efficacy affects work engagement. To improve employee work engagement, enhancing self-efficacy is crucial. This can be achieved by increasing employees' ability to complete tasks according to their job descriptions. Tailoring development or training programs to the specific demands of each individual's role will be beneficial, Work engagement affects organizational commitment. To boost organizational commitment, efforts should be made to increase employee work engagement, particularly by enhancing their understanding of both the company's and their individual goals.

Implication

The results of this study can be used as input for formulating human resource strategies to enhance organizational commitment and employee engagement, focusing on the factors of organizational culture and self-efficacy.

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