

Research.

Employment Status and Commitment in Improving Employee Performance at PT PLN (Persero)

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Abstract. This study aims to analyze the effect of employment status and commitment on employee performance at PT PLN (Persero) UIKL Sulawesi with a Quantitative Research Method conducted in June - July 2022 using Data Sources from Primary data, namely data obtained from the research company. Data Collection Methods in the form of Questionnaires, Observation and Documentation, questionnaires distributed to sources and interviews conducted to sources with a population of 140 employees with the number of samples taking the entire population consisting of permanent employees, non-permanent employees and outsourced employees. The analysis technique uses multiple linear regression software SPSS for windows program. The results showed that employment status has a significant effect on employee performance. This result can be interpreted that the higher the employment status, the higher the employee performance. Employee commitment has a significant effect on employee performance. These results can be interpreted that the higher the employee's commitment, the more employee performance increases.

Keywords: *Employment Status, Employee Commitment and Performance*

INTRODUCTION

Every company wants to be able to continue to grow and survive all forms of impact of the times so that it requires every company to have good and strong resources in the implementation of company performance. As a resource that has a "will", humans are certainly formed by the existence of desires (expectations), knowledge, and skills so that in carrying out each of their activities, humans will be influenced by these things and many other factors that can be categorized as influential factors, poor performance (not as expected) can have an impact on output (company acquisition), one of which is the value of revenue (profit). Performance that is not in accordance with expectations can cause losses to the company or organization so that it is necessary to regulate the performance of employees or employees in order to provide maximum performance. Today, in meeting the needs of human resources, several companies apply recruitment which is generally divided into two recruitment methods, namely through recruitment with employee qualifications or permanent employees and through outsourcing recruitment.

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The following is the data on the results of the performance assessment of employees of PT PLN (Persero) Sulawesi Generating and Distribution Unit (UIKL) on duty as follows

Table 1. Results of Employee Performance Assessment of PT PLN (Persero) Sulawesi Generating and Distribution Main Unit (UIKL)

No	Element	Year 2021		Year 2022	
		Category	Number of Employees	Category	Number of Employees
1	Responsibility	Very Good	35	Very Good	30
2	Cooperation	Good	40	Simply	32
3	Discipline	Good	35	Good	31
4	Leadership	Good	30	Simply	47

Source: *Performance Report of PT PLN (Persero) Sulawesi Main Plant and Distribution Unit (UIKL)*

From the table above, the performance of PT PLN (Persero) employees is illustrated that in 2021 responsibility is in the excellent category with 35 employees, then cooperation is in the good category with 40 employees, discipline is in the good category with 35 employees, and leadership is in the good category with 30 employees. In 2022 responsibility with a very good category with a total of 30 employees then cooperation with a sufficient category with a total of 32 employees, discipline with a good category with a total of 31 employees, leadership with a sufficient category with a total of 47 employees.

Some previous research conducted connects the effect of employment status on employee performance, commitment to employee performance and employment status, commitment to employee performance by Hendrajana, Sintaasih & Saroyeni (2017) Analysis of the relationship between employment status, organizational commitment and employee performance shows that: organizational commitment has a positive effect on employee performance. These results can be interpreted that the higher the organizational commitment, the more employee performance increases, employment status cannot moderate the effect of organizational commitment on employee performance. Then research The effect of organizational culture and organizational commitment on employee performance which shows that there is a positive and significant effect of organizational culture on performance, and there is a positive and significant effect of organizational culture and organizational commitment on employee performance by (Muis, Jufrizen and Fahmi, 2018). Research on the moderating effect of employment status on the influence of motivation and organizational commitment on employee performance which shows that there is no significant difference in either motivation or performance between permanent employees and outsourced employees, but there is a significant difference in organizational commitment. In addition, employment status appears as a moderating variable for the influence of motivation and organizational commitment on employee performance by (Widnyana, Sintaasih and Riana, 2016).

PT PLN (Persero) as one of Indonesia's SOEs also uses the services of non-permanent labor and employees through the Outsourcing system, one of which is through the Outsourcing scheme. Outsourcing in Indonesian translation is defined as the transfer of part or all of the work or authority to another party (service provider) as a series of strategies to achieve goals. In an online media report (<https://voi.id/ekonomi/58098/>), it was stated that PT PLN (Persero) is one of the SOEs that employs a lot of outsourced personnel spread throughout the working areas in Indonesia so that in connection with

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this information, PT PLN (Persero) is very suitable as a place to conduct research related to performance appraisal between employees or employees who have the status of "permanent", "non-permanent" contracts and those with the status of "Outsourcing". Based on the description above, in this study the authors are interested in raising the title "Analysis of the effect of employment status and commitment on employee performance at PT PLN (Persero) Sulawesi Generation and Distribution Unit (UIKL)".

Problem Formulation

Through the background of the problems that have been described previously, in this study, problem formulation is carried out, among others:

- 1) Does employment status have a significant effect on employee performance at PT PLN (Persero) Sulawesi Generating and Distributing Unit (UIKL)?
- 2) Does commitment have a significant effect on employee performance at PT PLN (Persero) Sulawesi Central Plant and Distribution Unit (UIKL)?
- 3) Do employment status and commitment have a significant effect on employee performance at PT PLN (Persero) Sulawesi Central Plant and Distribution Unit (UIKL)?

LITERATURE REVIEW

Human Resource Management

The management process is a series of planning, organizing, controlling and directing in utilizing resources to achieve predetermined common goals. George Terry (2009) argues that management is the process of achieving predetermined goals using the help of others and in line with this opinion, Stoner (2003) states that management is a process that begins with planning, organizing, directing and controlling the efforts of organizational members and the use of other resources available in the organization in order to achieve set goals.

Human resources are people who contribute to the achievement of organizational goals. Humans as part of resources are also the same as other resources such as materials, machines to technology in order to convert inputs into outputs in the form of goods and services (Rivai, 2004). Regarding the definition of human resource management as summarized by Supomo and Nurhayati (2018) in their book, several experts expressed opinions, among others:

- a. Malayu S.P. Hasibuan: Human resource management is the science and art of managing the relationship and role of labor effectively and efficiently in order to realize company goals.
- b. Sadili Samsuddin: Management activities which include utilization, development, assessment, and provision of compensation for individuals within an organization or company.
- c. M.J. Jucius: Personnel is a management field that is related to planning, organizing and controlling with the aim of:
 - 1) The purpose of the organization is established and how to achieve these goals.
 - 2) The purpose of service to employees or employees optimally.
 - 3) The purpose of community service.

Employment Status

1. Permanent Employee

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Employees or permanent employees are defined as workers who are accepted by a company based on criteria that include:

- a. Not bound by the limitations of the working period (work agreement with indefinite time)
- b. Obtaining rights (income) in a certain amount regularly.
- c. Entitled to severance pay as a result of termination of employment (PHK).

The status of permanent employees or employees is considered safer in terms of job security within a company compared to employees with the status of "Outsourcing" (Edianto, 2015). In simple terms, permanent employees are defined as employees who are appointed by the company to work fully in a limited time or working period (until retirement). The absence of restrictions on the working period makes "permanent" employees or employees have a sense of calm without worrying about the loss of work based on time as experienced by employees with "Outsourcing" status.

2. Non-permanent Employee

Non-permanent employees (outsourcing) are defined as workers who are only hired when the company needs additional labor in a certain field of work. Non-permanent employees work for a predetermined period of time in accordance with the Outsourcing agreed upon with the company and can be dismissed at any time if the company no longer requires their services.

Employees or employees with outsourcing status generally have criteria that include:

- a. Outsourced employees are hired for a certain period of time only (work agreement with a certain time).
- b. Placed in a certain field of work including:
 - 1) One-off work.
 - 2) Temporary needs.
 - 3) Work in a short time.
 - 4) Specific time work (seasonal).
- c. Termination of employment may result in compensation.
- d. Not receiving the same facilities as employees or employees with "permanent" status.

3. Outsourcing Employee

Outsourcing is a form of handover of company activities to other parties. So that the social process is ultimately expected to be able to provide results in the form of increased competitive performance in the face of global economic and technological developments.

The definition of outsourcing is the act of obtaining services for a particular job from an outside party. In other words, the employer hands over certain work to be done by another party with a certain agreement by (Brown and Wilson, 2005).

The definition of outsourcing is seen as a strategy which means contracting out certain value chain activities from a product production process to be carried out by outside parties or strategic alliances (Gamble et.al, 2014).

Employee Performance

Performance in English is known as Performance which means the results of work achieved by a person or group of people in accordance with their duties and responsibilities and does not conflict with morals and ethics (Harsuko, 2011).

Here are some definitions of performance put forward by experts including:

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- a. Rivai (2004): Performance is the behavior that a person displays as work performance in accordance with his role in the company.
- b. Miner (1988): The function and behavior of a person in accordance with the duties that have been charged to him.
- c. Big Indonesian Dictionary: Performance can be defined as
 - 1) Something that is achieved;
 - 2) Achievement that is shown;
 - 3) Work ability.
- d. Mangkunegara (2013): Performance is the result of work in quality and quantity achieved by an employee in carrying out the duties and responsibilities given to him.
- e. Stoner (1989): Performance is a function of motivation, skill and role perception. The performance of employees or employees in a company is generally described as the ability of employees to carry out all tasks that are their responsibility. The achievement of the task will be assessed based on the success indicators set by the company. The ability of employees is also needed against the occurrence of various work obstacles and the higher the ability of employees to deal with these obstacles, the higher the performance they can produce.

Hypothesis

Employment Status Affects Employee Performance

Employment status is a condition that distinguishes employees from one another in the company. Employment status is divided into permanent employees and non-permanent employees. The results showed that: organizational commitment has a positive effect on employee performance. This result can be interpreted that the higher the organizational commitment, the more employee performance increases, employment status cannot moderate the effect of organizational commitment on employee performance. This result can be interpreted that employment status cannot strengthen the influence of organizational commitment in an effort to improve employee performance by (Hendrajana, Sintaasih & Saroyeni, 2017). The results showed that the work decision between contract employees and permanent employees was still no difference, as well as for organizational commitment there was also no difference, whereas, for the effect of job satisfaction on organizational commitment, the results showed that job satisfaction had an effect on organizational commitment, where if job satisfaction increased, organizational commitment would also increase or it was said that job satisfaction and organizational commitment had a positive effect by (Julindrastuti and Karyadi, 2021).

H.1 : Employment Status Has a Significant Effect on Employee Performance

Commitment Affects Employee Performance

This study aims to determine the partial and simultaneous effects of organizational culture and organizational commitment on employee performance. The results of this study indicate that there is a positive and significant effect of organizational culture on performance, and there is a positive and significant effect of organizational culture and organizational commitment on employee performance by (Muis, Jufrizen and Fahmi, 2018). This study aims to analyze the effect of organizational commitment on employee performance at Perumnas Jakarta. Based on research that has been conducted, it shows that the affective commitment variable has a positive and significant effect on employee performance, the normative commitment variable has a positive and significant effect on employee performance, and the continuance commitment variable has a positive and significant effect on employee performance by (Nurandini and Lataruva, 2014).

H.2 : Commitment has a significant effect on employee performance

Employment Status and Commitment Affect Employee Performance

This study aims to analyze the differences in motivation, organizational commitment, and performance between permanent employees and outsourcing as well as the moderating effect of employment status on the influence of motivation and organizational commitment on employee performance. The results showed that there was no significant difference in motivation or performance between permanent employees and outsourced employees, but there was a significant difference in organizational commitment. In addition, employment status appears as a moderating variable for the influence of motivation and organizational commitment on employee performance by (Widnyana, Sintaasih and Riana, 2016). The results of the analysis, employee status has a positive and significant indirect effect on performance through employee job satisfaction at UPTD Puskesmas Kajuara seen from the tcount value of 3.686 which is greater than the t table 1.669, which means that the mediation parameter has a significant effect. Then organizational commitment has a positive and significant indirect effect on performance through employee job satisfaction at UPTD Puskesmas Kajuara seen from the tcount value of 6.124 which is greater than the t table 1.669, which means that the mediation parameter has a significant effect by (Ola, Abdullah and Azis, 2019).

H.3 : Personnel Status and Commitment have a significant effect on employee performance

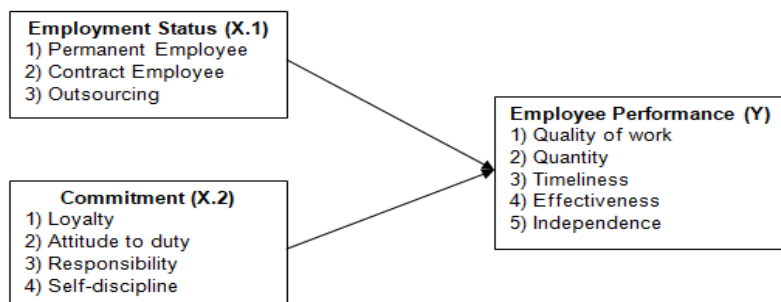


Figure 1. Conceptual Framework of Relationship Between Variables and Indicators

RESEARCH METHOD

The research was conducted at PT PLN (Persero) Sulawesi generating and distributing unit (UIKL) in June - July 2022. The research population is the entire unit of analysis studied or the entire object of focus of this research is the employees of PT PLN (Persero) Sulawesi generating and distributing unit (UIKL). With a population of 140 employees consisting of 73 permanent employees, 50 non-permanent employees and 17 outsourced employees. The sampling method is probability sampling with total sampling technique is a sampling technique where the number of samples is the same as the population (Sugiyono, 2007). The following is a picture of the population and sample of employees of PT PLN (Persero) generating and distributing unit (UIKL) Sulawesi.

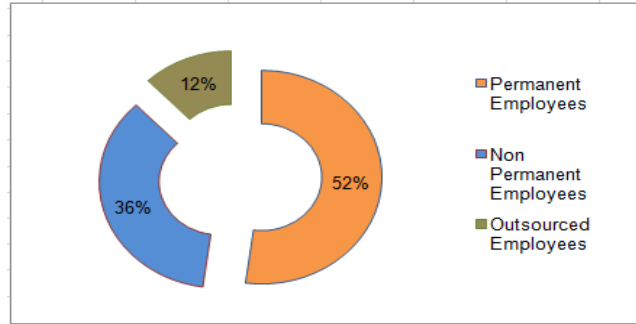


Figure 2. Population and Sample Data (Multistage Random Sampling)

Source : Data processed by respondents of PT PLN (Persero) Sulawesi generating and distributing unit (UIKL), (N = 140), 2023.

From figure 2 above based on taking the entire population of 140 employees at PT PLN (Persero) Sulawesi generating and distributing unit (UIKL) consisting of 73 permanent employees or 52%, 50 non-permanent employees or 36% and 17 outsourced employees or 12%. Data collection in this study used a questionnaire method. Respondents' answers were measured using a 5-point Likert scale. The data analysis technique uses multiple linear regression using the SPSS software program which first tests validity, reliability, classical assumptions, simultaneous F test and partial t test.

RESULTS AND DISCUSSION

RESULTS

The classification of respondents based on gender, age and occupation of respondents is as follows:

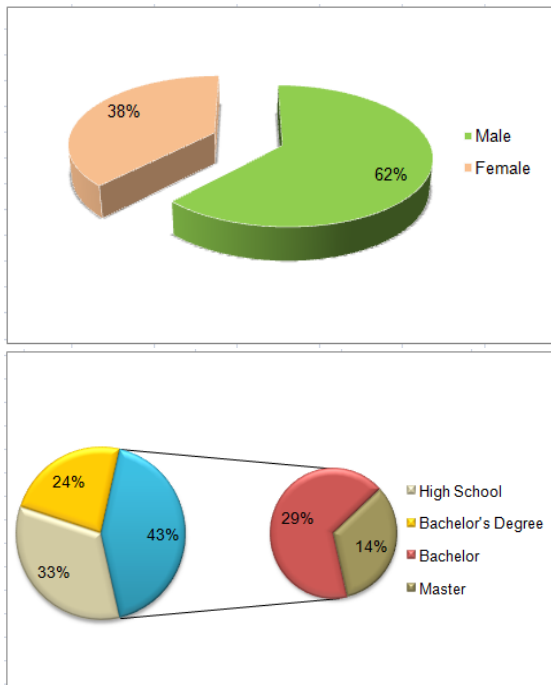


Figure 3. Classification by Gender; Figure 4. Classification By Respondent's Education

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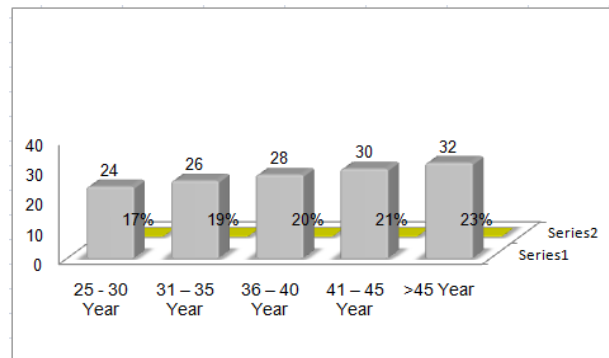


Figure 5. Classification by Age of Respondents

Source: Data processed by respondents of PT PLN (Persero) Sulawesi generating and distributing unit (UIKL), (N = 140), 2023.

Based on Figure 3, most of the respondents of PT PLN (Persero) Sulawesi Generating and Distribution Unit (UIKL) employees are dominated by male employees totaling 87 or 62% and female employees totaling 53 or 38%. Furthermore, Figure 4 classification based on the average age of respondents of PT PLN (Persero) Sulawesi generating and distributing unit (UIKL) is at the age of 25 to 30 years as many as 24 or 17% of employee respondents, 31 to 35 years as many as 26 or 19% of employee respondents, 36 to 40 years as many as 28 or 20% of employee respondents, 41 to 45 years as many as 30 or 21% of employee respondents and 45 years and over as many as 32 or 23% of employee respondents. Based on the classification based on the level of education of respondents, employees of PT PLN (Persero), the generating and distributing unit (UIKL) of Sulawesi have a high school education as many as 47 or 34% of employee respondents, diploma education as many as 33 or 24% of employee respondents, undergraduate education as many as 40 or 28% of employee respondents and master's education as many as 20 or 14% of employee respondents of PT PLN (Persero), the generating and distributing unit (UIKL) of Sulawesi.

Validity Testing

The validity test is used to test the accuracy of the measuring instrument, can reveal the concept of the symptom / event being measured. The validity test is used to measure whether a questionnaire is valid or not, a questionnaire is declared valid if the questions / statements on the questionnaire are able to reveal something that will be measured by the questionnaire. The validity test can be used a correlation coefficient whose significant value is less than 5% (level of significance) indicates that the statements are valid / valid as forming indicators. The test results are obtained as follows:

Table 2. Validity Test
Correlations

		Employment Status	Commitment	Employee Performance
Employment Status	Pearson Correlation	1	.962**	.984**
	Sig. (2-tailed)		.000	.000
	N	140	140	140
Commitment	Pearson Correlation	.962**	1	.985**
	Sig. (2-tailed)	.000		.000
	N	140	140	140
Employee Performance	Pearson Correlation	.984**	.985**	1
	Sig. (2-tailed)	.000	.000	
	N	140	140	140

** . Correlation is significant at the 0.01 level (2-tailed).

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Source: Results of data processed by SPSS Ver Program, 2023

The validity test results show that all question/statement items to measure the employment status variable (X.1), commitment (X.2), and employee performance (Y) in this study have a correlation coefficient greater than $t_{table} = 1.66$ (t_{table} value for $n = 140$). So, it can be concluded that all items in the question/statement indicators of the employment status variable (X.1), commitment (X.2), and employee performance of PT PLN (Persero) Sulawesi generating and distributing unit (UIKL) (Y) are valid.

Reliability Testing

The reliability test is a tool for measuring a questionnaire which is an indicator of a variable or construct. A questionnaire is declared reliable or reliable if someone's answer to a statement is consistent or stable over time. Testing the reliability in this study is to use the alpha formula. The results of the reliability test for each variable obtained the following data:

Table 3. Reliability Test

Reliability Statistics

Cronbach's Alpha	N of Items
.990	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Employment Status	110.5929	169.106	.977	.990
Commitment	111.2714	194.919	.977	.992
Employee Performance	110.6929	174.617	.994	.975

Source: Results of data processed SPSS Ver Program, 2023

The results of the reliability test show that the questions/statements for the variable item value of employment status, commitment, and employee performance of PT PLN (Persero) Sulawesi generating and distributing unit (UIKL) have a Cronbach's Alpha value of 0.7 and above the t_{table} value of 0.14 (t_{table} value for $n=140$) and above the t_{table} value of 0.14 (t_{table} value for $n=140$). 990 and Cronbach's Alpha If Item Deleted above 0.7 and above the t_{table} value of 0.14 (t_{table} value for $n = 140$) and so it can be argued that the question/statement items for the variable question/statement for the variable employment status, commitment, and employee performance of PT PLN (Persero) Sulawesi generating and distributing unit (UIKL) as a data collection tool and as a measuring tool.

Classical Assumption Testing

Table 4. Normality Test
One-Sample Kolmogorov-Smirnov Test

		Employment Status	Commitment	Employee Performance
N		140	140	140
Normal Parameters ^a	Mean	55.6857	55.0071	55.5857
	Std. Deviation	7.15309	6.18945	6.86351
Most Extreme Differences	Absolute	.103	.107	.110
	Positive	.087	.071	.089
	Negative	-.103	-.107	-.110
Kolmogorov-Smirnov Z		1.222	1.264	1.305
Asymp. Sig. (2-tailed)		.101	.082	.066

a. Test distribution is Normal.

Source: Results of data processed by SPSS Ver Program, 2023

The results of the data normality test with Kolmogorov-Smirnov by comparing the probability number value or Asymp. Sig (2-tailed) with a significance level of 0.05 or 5% with decision making if the significance value is less than 0.05 or 5%, the data distribution is abnormal. Based on the calculation of the SPSS software program for the variables of employment status, commitment, and employee performance of PT PLN (Persero) Sulawesi generating and distributing unit (UIKL), the probability value or Asymp. Sig (2-tailed) with a significance level above 0.05 or 5%, the data is declared normally distributed.

Table 5. Autocorrelation Test
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.994 ^a	.989	.988	.74067	1.787

a. Predictors: (Constant), Commitment, Employment Status

b. Dependent Variable: Employee Performance

Source: Results of data processed by SPSS Ver Program, 2023

The autocorrelation test results in a Durbin-Watson value of 1.462. This value is not less than -2 and not more than 2 so it can be concluded that the variables of employment status, commitment, and employee performance of PT PLN (Persero) Sulawesi generating and distributing unit (UIKL) do not occur autocorrelation in this study.

Table 6. Determination Coefficient Test
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.994 ^a	.989	.988	.74067

a. Predictors: (Constant), Commitment, Employment Status

b. Dependent Variable: Employee Performance

Source: Results of data processed SPSS Ver Program, 2023

The results of table 6 test the coefficient of determination (R²) and the error variable (e) In calculating the total coefficient of determination obtained of 0.994, it is concluded that 99.4% of the employee performance variables at PT PLN (Persero) Sulawesi generating and distributing unit (UIKL) for permanent employees, non-permanent employees and outsourced employees are influenced by employment status and commitment, while the remaining 0.6% is influenced by other factors not included in the research model or outside the research model.

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Table 8. Simultaneous F Test
ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6472.814	2	3236.407	5.899E3	.000 ^a
	Residual	75.157	137	.549		
	Total	6547.971	139			

a. Predictors: (Constant), Commitment, Employment Status

b. Dependent Variable: Employee Performance

Source: Results of data processed by SPSS Ver Program, 2023

Based on table 8 above, simultaneous testing together shows the regression value of 6472.814, residual 75.157, df 2, mean square 3236.407. f value of 5.899 and sig .000 which means that directly together employment status and commitment have a significant effect on employee performance at PT PLN (Persero) Sulawesi generating and distributing unit (UJKL).

Table 9. Partial t test
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-1.929	.588		-3.280	.001		
	Employment Status	.472	.032	.492	14.767	.000	.075	13.253
	Commitment	.568	.037	.512	15.362	.000	.075	13.253

a. Dependent Variable: Employee Performance

Source: Results of data processed by SPSS Ver Program, 2023

$$Y_1 = 0.492 X_1 + 0.512 X_2 + e_1$$

- (1) The employment status variable has a coefficient of 0.492, which means that employment status has a significant effect on employee performance, meaning that if employment status increases, the impact on employee performance increases.
- (2) The commitment variable has a coefficient value of 0.512, which means that commitment has a significant effect on employee performance, meaning that the more commitment increases, the employee performance will increase.

Hypothesis Test

Hypothesis 1

Based on hypothesis testing, it is evidenced by a t-value of 14.767 > 1.96 with a significance P-Value of 0.000 < 0.05 (5%), this shows that employment status has a significant effect on employee performance, which means that the first hypothesis is accepted.

Hypothesis 2

Based on hypothesis testing, it is evidenced by a t-value of 15.362 > 1.96 with a significance P-Value of 0.000 < 0.05 (5%), this shows that commitment has a significant effect on employee performance, which means that the second hypothesis is accepted.

Hypothesis 3

Based on hypothesis testing, it is evidenced by a square value of 3236.407. f-value of 5.899 and a significance of 0.000 < 0.005 (5%), this shows that jointly employment status

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and commitment have a significant effect on employee performance, which means that the third hypothesis is accepted.

Discussion

Employment Status Affects Employee Performance

The results showed that staffing status in partial testing had an effect on employee performance at PT PLN (Persero) Sulawesi generating and distributing unit (UIKL) with a beta value of 0.492 with a t-value of 14.676 > 1.96 with sig < 0.005. This means that if staffing status will be functioned, it will affect employee performance. This means that if the employment status will be functioned, it will affect employee performance. The achievement of employee performance is inseparable from how the employment status of employees at PT PLN (Persero) Sulawesi generating and distributing unit (UIKL). Where the employment status is through permanent employees, non-permanent employees and outsourced employees at PT PLN (Persero) Sulawesi generating and distributing unit (UIKL). If you look at the research results which show that employment status affects employee performance, then PT PLN (Persero) Sulawesi generating and distributing unit (UIKL) by improving employee performance through work quality, quantity, timeliness, effectiveness and independence.

The final test results of the employment status variable consist of permanent employee indicators where through integrity in the context of quality of work, quantity of work, punctuality, effectiveness and independence given have proven to have helped a lot in improving performance at PT PLN (Persero) Sulawesi Generating and Distribution Unit (UIKL). Furthermore, the indicators of non-permanent employees through time sharing, work management, effectiveness and independence have proven to have helped improve performance at PT PLN (Persero), the main unit of generation and distribution (UIKL) Sulawesi. Then the indicators of outsourced employees through the quality of work provided, quantity of work, timeliness in completing the work which in the end significantly permanent employees, non-permanent employees and outsourced employees proved to have helped improve employee performance at PT PLN (Persero) Sulawesi generating and distributing unit (UIKL).

In line with research conducted by Hendrajana, Sintaasih & Saroyeni (2017) The results showed that: organizational commitment has a positive effect on employee performance. This result can be interpreted that the higher the organizational commitment, the more employee performance increases, employment status cannot moderate the effect of organizational commitment on employee performance. This result can be interpreted that employment status cannot strengthen the influence of organizational commitment in an effort to improve employee performance. Furthermore, the results showed that there was no difference in work decisions between contract employees and permanent employees, as well as for organizational commitment, while, for the effect of job satisfaction on organizational commitment, the results showed that job satisfaction has an effect on organizational commitment, where if job satisfaction increases, organizational commitment will also increase or it is said that job satisfaction and organizational commitment have a positive effect by (Julindrastuti and Karyadi, 2021). Then the results of research using path analysis, employee status has a positive and significant indirect effect on performance through employee job satisfaction at UPTD Puskesmas Kajuara seen from the tcount value of 3.686 which is greater than the ttable 1.669, which means that the mediation parameter has a significant effect. Then organizational commitment has a positive and significant indirect effect on performance through employee job satisfaction at UPTD Puskesmas Kajuara seen from the tcount value of 6.124 which is greater than the t table 1.669, which means that the mediation parameter has a significant effect by (Ola, A. B., Abdullah, R., & Azis, M, 2019).

Commitment Affects Employee Performance

The results showed that commitment in partial testing had an effect on employee performance at PT PLN (Persero) Sulawesi generating and distributing unit (UIKL) with a beta value of 0.512 with a t-value of 15.362 > 1.96 with sig < 0.005. This means that if commitment will be functioned, it will affect employee performance. The achievement of employee performance is inseparable from how commitment exists in employees at PT PLN (Persero) Sulawesi generating and distributing unit (UIKL). Where commitment through loyalty, commitment to duty, responsibility and self-discipline at PT PLN (Persero) Sulawesi Generating and Distribution Unit (UIKL). If you look at the research results which show that commitment affects employee performance, then PT PLN (Persero) Sulawesi generating and distributing unit (UIKL) by improving employee performance through work quality, quantity, timeliness, effectiveness and independence.

The results of the final test of the commitment variable consist of indicators of loyalty where the attitude of loyalty shown by employees both permanent, non-permanent and outsourcing has shown a good attitude of loyalty to the company, as well as commitment to the tasks assigned by superiors carried out with a full sense of responsibility which ultimately greatly affects the image of a company in the eyes of the local and wider community. Furthermore, the self-discipline possessed by employees, both permanent, non-permanent and outsourced, has shown good discipline, it's just that there is still a need for direct control so that there are no mistakes made by officers in the field.

In line with the results of research showing that there is a positive and significant effect of organizational culture on performance, and there is a positive and significant effect of organizational culture and organizational commitment on employee performance by (Muis, Jufrizen & Fahmi, 2018). Furthermore, research conducted by Nurandini & Lataruva (2014) shows that the affective commitment variable has a positive and significant effect on employee performance, the normative commitment variable has a positive and significant effect on employee performance, and the continuance commitment variable has a positive and significant effect on employee performance. And this research shows that employees who have high emotional intelligence will work better according to organizational standards and will ultimately achieve better performance. In addition, it takes employees with high commitment to show optimal performance, so that they can contribute to the organization. While employees who behave OCB indirectly affect the achievement of organizational goals, because the OCB behavior shown by employees will contribute to improving employee performance by (Fitriastuti, 2013).

Employment Status and Commitment Affect Employee Performance

The results showed that staffing status and commitment together affect employee performance at PT PLN (Persero) Sulawesi generating and distributing unit (UIKL) with a regression value of 6472.814, residual 75.157, df 2, mean square 3236.407. f value 5.899 and sig .000 with sig < 0.005. This means that if employment status and commitment will be functioned, it will affect employee performance. The achievement of employee performance is inseparable from how the employment status and commitment of employees at PT PLN (Persero) Sulawesi generating and distributing unit (UIKL). Where employment status is through permanent employees, non-permanent employees and outsourced employees, commitment through loyalty, commitment to duty, responsibility and self-discipline. If you look at the research results which show that employment status and commitment affect employee performance, PT PLN (Persero) Sulawesi generating and distributing unit (UIKL) by improving employee performance through work quality, quantity, timeliness, effectiveness and independence.

The results of the final test of the employment status variable and commitment through the indicators that make up it have been proven to be able to jointly improve employee

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performance at PT PLN (Persero) Sulawesi generating and distributing unit (UIKL) through work quality, quantity, timeliness, effectiveness and independence.

In line with the research results show that there is no significant difference in motivation or performance between permanent employees and outsourced employees, but there is a significant difference in organizational commitment. In addition, employment status appears as a moderating variable for the influence of motivation and organizational commitment on employee performance. The results of this study become a reference for companies in improving employee performance related to employment status, motivation, and organizational commitment of employees by (Widnyana, Sintaasih & Riana, 2016). Then the results of the analysis, employee status has a positive and significant indirect effect on performance through employee job satisfaction at UPTD Puskesmas Kajuara seen from the tcount value of 3.686 which is greater than the ttable 1.669, which means that the mediation parameter has a significant effect. Then organizational commitment has a positive and significant indirect effect on performance through employee job satisfaction at UPTD Puskesmas Kajuara seen from the tcount value of 6.124 which is greater than the t table 1.669, which means that the mediation parameter has a significant effect by (Ola, Abdullah & Azis, 2019).

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the test results and discussion above, the conclusion of this study is that the employment status in partial testing has a significant effect on the performance of employees of PT PLN (Persero), the generating and distributing unit (UIKL) Sulawesi, this needs to be maintained by the company PT PLN (Persero), the generating and distributing unit (UIKL) Sulawesi so that in the future harmonization of good cooperation between permanent employees, non-permanent employees and outsourced employees can be maintained so that the improvement of employee performance can always be maintained. Furthermore, employee commitment in partial testing has a significant effect on the performance of employees of PT PLN (Persero) generating and distributing units (UIKL) Sulawesi, this needs to be maintained by the company PT PLN (Persero) generating and distributing units (UIKL) Sulawesi so that the indicators that form it, namely loyalty, commitment to duty, responsibility and self-discipline can always be maintained so that increased employee performance can always be maintained. Jointly, the employment status and commitment of testing simultaneously have a significant effect on the performance of employees of PT PLN (Persero) Sulawesi generation and distribution holding unit (UIKL), this needs to be maintained by the company PT PLN (Persero) so that the collaboration between employment status and commitment owned by employees can always be improved so that employee performance can always reach the target or exceed it which has a direct impact on the sustainability of the company PT PLN (Persero) Sulawesi generation and distribution holding unit (UIKL) in the future.

Suggestion

Based on the research results and conclusions that have been described, there are several suggestions in terms of employment status with indicators of permanent employees need to further guide employees who are under them, including non-permanent and outsourced employees so that the experience and knowledge provided can be periodically continued continuously. In terms of commitment with indicators of commitment to duty and self-discipline, it is necessary to get special attention so that the work carried out can provide the best results that have a direct impact on the company, especially at PT PLN (Persero) Sulawesi Generating and Distribution Unit (UIKL).

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