Jurnal Manajemen Stratejik dan Simulasi Bisnis (JMASSBI) Vol 7. No. 1 2026
Permalink:http://jmassbi.fekon.unand.ac.id/index.php/mssb/article/view/225
doi: https://doi.org/10.25077/jmassbi.7.1.56-71.2026
ISSN: 2746-6868 (online)

The Influence of Work Environment and Professional Transfer Mutation for Employee Performance Through Organizational Commitment at PT PLN (Persero) Unit Pelaksana Pelayanan Pelanggan (UP3) Lubuk Pakam

Johanes Alexander Lumban Tobing, Prihatin Lumbanraja, Evawany Yunita Aritonang

Magister Management, Postgraduate School, Universitas Sumatera Utara

Abstract

This study aims to identify and examine the following elements: how work environment affects employee performance; how professional transfer mutation affects employee performance; how work environment affects organizational commitment; how professional transfer mutation affects organizational commitment; how organizational commitment affects employee performance; and how professional transfer mutation affects organisational commitment and employee performance. In this quantitative investigation, a sample of 63 PLN UP3 Lubuk Pakam employees was taken. Data for this study was gathered via questionnaires. The Structural Equation Model was statistically analyzed using the SmartPLS 3.0 tool in order to test the study hypothesis. The findings indicate that professional transfers mutation have a positive and significant impact on employee performance, the work environment has a positive but not significant impact on organizational commitment, and professional transfers mutation have a positive and significant impact on organizational commitment. The work environment has a positive but negligible effect on employee performance through organizational commitment, professional transfer mutation has a positive and significant impact on employee performance through organizational commitment, and organizational commitment has a positive and significant influence on employee performance.

Keywords: Work Environment, Professional Transfer Mutation, Organizational Commitment, and Employee Performance.

Corresponding author: Johanes Alexander Lumban Tobing (johanes.alexanderz@gmail.com)

Introduction

PLN (Persero) as a state electricity company has a crucial role in providing reliable and quality electricity supply for the entire community. In carrying out its duties, PLN has an organizational structure consisting of various units. PT PLN (Persero) units are divided into several regions to take care of generation, distribution (transmission) and load control, and distribution to customers is divided into parent units. In recent years, PLN has encountered numerous obstacles, including demands for efficiency, enhancement of service quality, and adaptation to shifts in the business environment. One of the efforts made by PLN is through reorganization in the form of sub-holding restructuring. However, reorganization often has a significant impact on human resources (HR) within the organization.

Changes in organizational structure can trigger various consequences, such as changes in the work environment and professional transfer mutations. Employees who come from other units that have been reorganized and whose previous unit had much different business processes are present at PLN UP3 Lubuk Pakam. The employees' work units came from the generating unit and the development unit, where their new placement unit is now the Distribution Unit. The new work location, work, and colleagues cause these employees to feel stiff and less productive. There are employees who are challenging to work with and some who have not been able to adjust to completing tasks properly, so they cannot achieve their performance

Copyright © 2026 by Authors, Published by Master of Management, Faculty of Economics and Business, Universitas Andalas. This is an open access article under the CC BY-NC-SA License (https://creativecommons.org/licenses/by-nc-sa/4.0/).

targets. This is because they are transferred to a profession where they have an educational background or technical or non-technical knowledge that is far different from what they are currently doing.

Reorganization may result in alterations to the workplace, including modifications to office structure, personnel changes, or revisions in work methods and procedures. Alterations in the work environment, encompassing both tangible and intangible aspects, can influence employee comfort and productivity. The findings of the observations reveal a number of phenomena associated with indicators of the work environment, namely the intangible work environment, such as strained working relationships between coworkers and superiors. Because work must be completed immediately with a reasonably short time target, the boss then only gives work to employees who want to work together and who already understand the job. As a result, the relationship between superiors and subordinates becomes poor. Unobjective and unfair performance appraisals lead to social jealousy in the workplace, which reduces employee motivation. In addition, there is the phenomenon of physical work environment problems in the workplace, such as toilets that are not clean, some work chairs that are broken and less organized, and narrow work table layouts. Employees' performance is hampered by all of these factors, which make the workplace less cozy and uncomfortable for them. Employee performance is a key component that has a big impact on the company's success (Rahayu et al, 2024).

Employees who lack commitment are frequently absent or arrive late for work, which is one of the phenomena that suggests that PLN UP3 Lubuk Pakam has organizational commitment issues. They do not feel they have a responsibility to be present and contribute fully. Furthermore, employees are less motivated to work well. Employees who lack commitment are reluctant to take initiative or get involved in projects outside of their regular duties. They feel that it is not in their interest to contribute more than they should. The performance of an organization is influenced by organizational commitment, which in turn affects HR work performance (Angraini et al, 2021). Thus, it is critical to comprehend how employee performance is impacted by the work environment, professional transfers following restructuring, and organizational commitment, which in turn mediates the impact of these factors on employee performance.

Previous research has determined that a number of factors, including work environment, leadership, motivation, and compensation, affect employee performance. Nevertheless, current models frequently overlook the intricate relationships between these variables in favor of concentrating on only one or two. This approach's primary flaw is its incapacity to measure performance in a comprehensive manner. The multifaceted dynamics of employee performance, such as the complementary effects of managerial support and internal motivation or the influence of work-life balance on an employee's commitment, are frequently overlooked by current models. Because of these restrictions, there is a sizable research gap that cannot be fully addressed by current models. In order to give a more precise and comprehensive measurement of employee performance, this research attempts to create a new, more comprehensive model by incorporating numerous pertinent variables.

Literature Review and Hypotesis Development

1. Employee Performance

In essence, performance describes the accomplishments or outcomes of labor that an individual, team, or organization achieves while performing the tasks and obligations that have been delegated to them. Performance is a work accomplishment that comes from the execution of an organizationally created work plan that is carried out by every employee of the organization in order to accomplish organizational goals (Hutagalung, 2022). Performance is the sum of a person's efforts over a given amount of time, including conventional job results, targets, or agreed-upon target criteria (Rawis et al, 2019). An organization can gain from performance in a number of ways, including enhancing performance, inspiring performance, and boosting commitment, as well as coordinating organizational goals with team and individual goals (Fauzi, 2020). The benefits of performance for individual employees include clarifying their roles and goals, helping them develop their abilities and performance, providing them with opportunities to use quality time, providing a basis for measuring performance honestly and objectively, and formulating goals and planning improvements for managing and carrying out work (Ramly, 2022)**.**

2. Work Environment

The environment or circumstances surrounding the workplace, which can include the layout of the rooms, the floor plans, the infrastructure and facilities, and the interactions with coworkers, are referred to as the work environment (Kasmir, 2019). Sedarmayati stated that employees' emotional well-being can be impacted by a positive work environment since it can make them feel safe and comfortable while enabling them to perform at their best (Soelistya et al, 2021). When employees are doing their duties, the workplace is a crucial element. Employee performance at work will be impacted by focusing on a positive work environment or developing working conditions that can inspire employees to work hard. People who work in a pleasant atmosphere are more likely to feel at ease, which naturally improves their performance (Joni & Hikmah, 2022). The goal of the workplace is to enable workers to do their duties effectively, so that a positive work environment may help them work at their best, and to ensure that an agency or organization runs smoothly (Pribadi, 2022).

3. Professional Transfer Mutation

A critical tool in human resource management is employee transfer, which can help companies customize the placement of employees according to their needs and potential. This process increases productivity and improves employee satisfaction. Mutation in general, is the transfer of employees from one unit to another, either horizontally or perpendicularly (Kadir et al, 2021). Hasibuan stated that employee mutation occurs when an employee changes positions or workplaces inside a single firm (Widiyawanto, 2023). Sastro Hadiwiryo stated that mutation is an employment activity that involves moving employees' roles, responsibilities, and employment status to specific circumstances to maximize work performance for the organization and provide the workforce with profound job satisfaction (Husain, 2022). According to Hasibuan stated that mutation is not just about changing a position; it also tries to make the workplace more

comfortable for workers. Therefore, mutations can give workers room to grow, adjust to changes, and contribute more effectively to the organization's success (Heri et al, 2024). The aforementioned rationale leads to the conclusion that changes that offer employees more responsibility and new challenges (as motivators) will satisfy their desires for advancement and acknowledgment. They will be inspired to put in more effort as a result, which will eventually boost output.

4. Organizational Commitment

The state in which an employee supports a particular organization, its goals, and their desire to remain a member of that organization is known as organizational commitment (Maranata et al, 2022). Sopiah stated that organizational commitment is the state in which workers accept and believe in the organization's aims and decide whether or not to depart (Delawati et al, 2024). Organizational commitment is defined by Mekta as an attitude that shows staff members' dedication to the company and the ongoing process by which members express their concern for the company (Cahyani et al, 2020). A high level of dedication to the company can be linked to his strong level of devotion to it. Workers who are highly committed to their organization will be more driven to stay on the job and work toward achieving organizational objectives. While workers who are less committed to their firm will put in more effort and perform better, those who are more committed will be away from work more frequently, have greater turnover rates, and be less motivated to stay with the company. According to this notion, higher levels of dedication will lead to improved job performance. This criterion is used to quantify how commitment improves worker performance and productivity.

Based on the explanation above, the conceptual framework of this study will connect the following variables: work environment (X1), professional transfer mutation (X2), employee performance (Y), and organizational commitment (Z). The conceptual framework is shown in Figure 1.

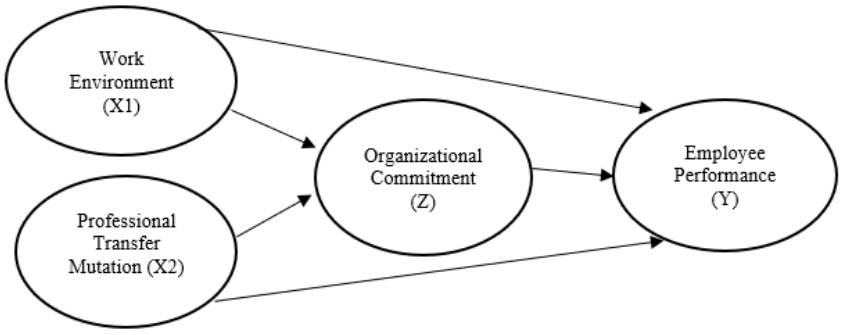

Figure 1 Conseptual Framework

The formulation of research problems serves as the foundation for the hypothesis. The following is the study's hypothesis, which is based on the problem's limits and formulation:

1. The work environment has a positive and significant effect on employee performance.
2. Professional transfer mutation has a positive and significant effect on employee performance.

3. The work environment has a positive and significant effect on organizational commitment.
4. Professional transfer mutation has a positive and significant effect on organizational commitment.
5. Organizational commitment has a positive and significant effect on employee performance.
6. Work environment has a positive and significant effect on employee performance through organizational commitment.
7. Professional transfer mutation has a positive and significant effect on employee performance through organizational commitment.

Research Methods

A survey is used to gather population samples for this quantitative investigation. This research is classified as a quantitative study since it uses a quantitative approach to explain the cause-and-effect relationship between the variables and hypotheses. The office of PLN UP3 Lubuk Pakam, situated at Jalan Tanjung Garbus Dusun Jatisari Deli Serdang, North Sumatra, is where this study was carried out. The study was carried out between February and March of 2025. According to (Purba, 2020), the population in this study is a generalization area made up of items or persons with particular attributes and features that researchers have chosen to examine to make conclusions. With reference to this viewpoint, the study's population consisted of 63 respondents who were all employees or employees who worked at the PT PLN (Persero) UP3 Lubuk Pakam office. The study's conceptual framework would link the factors of organizational commitment (Z), personnel performance (Y), professional transfer mutation (X2), and work environment (X1). To collect data for the study, the authors chose which data gathering method to use. Researchers distributed questionnaires to participants in order to directly obtain the key data used in this study (Purba, 2020). Sugiyono stated that The scale questionnaire employed in this study uses the Likert scale to measure the attitudes, opinions, and perceptions of an individual or a group about social issues (Satria & Imam, 2024).

The data in this study were examined using a quantitative descriptive approach, which involved first collecting numerical data, then evaluating it and presenting the results. The data were then described using general theories that were already in place, and finally, observations were made to determine whether the theory was valid before drawing a conclusion. To guide the outcomes of the data collected and address the formulation, the conclusions are given in a descriptive manner. This study does route analysis using latent variables by employing the Partial Least Squares-Structural Equation Model (PLS-SEM) statistical analysis technique with Smart PLS version 3.0 software.

Results and Analysis

Measurement Model Analysis (*Outer Model*) :

Discriminant Validity

Discriminant validity, or the extent to which one construct is completely different from another, is measured by the Heterotrait-Monotrait Ratio (HTMT) test, which is the most recent criterion for calculating the value of HTMT. If the HTMT value for a construct is less than 0.90, it has strong discriminant validity.. The measurement model is deemed unique and valid since, according to the Table 1, the HTMT parameter's value on discriminant validity has been less than 0.90. The goal is to evaluate the degree of uniqueness of the study's variables.

Table 1 Heterotrait Monotrait Ratio (HTMT) Results

Variable	Employee Performance (Y)	Organizational Commitment (Z)	Work Environment (X_1)	Professional Transfer Mutation (X_2)
Employee Performance (Y)				
Organizational Commitment (Z)	**0.834**			
Work Environment (X_1)	**0.840**	**0.747**		
Professional Transfer Mutation (X_2)	**0.737**	**0.801**	**0.803**	

Source: outcomes of using Smart PLS to process data, 2025

Construct Reliability and Validity

Composite reliability is the element that is used to assess the reliability value of indicators on a variable. A variable is considered to meet composite reliability if its composite reliability value is higher than 0.6. Table 2 shows that the Composite Reliability reliability construct has met the requirements with a value greater than 0.6. As a result, it may be concluded that any construct is highly dependable.

Table 2 Composite Reliability Result

Variable research	*Composite Reliability*	*Rule of Thumb*	Conclusion
Employee Performance (Y)	0.955	0.6	Reliable
Work Environment (X_1)	0.945	0.6	Reliable
Professional Transfer Mutation (X_2)	0.903	0.6	Reliable
Organizational Commitment (Z)	0.810	0.6	Reliable

Source: outcomes of using Smart PLS to process data, 2025

The concept validity test is indicated by the Cronbach's alpha value. If a statement item's Cronbach's alpha value is higher than 0.7, it is regarded as dependable. The following are the findings of the Cronbach's alpha test. Every research variable has a Cronbach alpha value higher than 0.7, as can be seen from the data in Table 3. It can be said that every variable has a high degree of reliability.

Table 3 Cronbach's alpha Test

Variable	Cronbach's Alpha	Criteria	Conclusion
Employee Performance (Y)	0.948	0.7	Valid
Organizational Commitment (Z)	0.813	0.7	Valid
Work Environment (X_1)	0.937	0.7	Valid
Professional Transfer Mutation (X_2)	0.885	0.7	Valid

Source: outcomes of using Smart PLS to process data, 2025

Inner Model Testing (Structural Model) :

In PLS, the variables of the structural model are assessed. The T-statistic value of each path is then used to determine whether the exogenous and path coefficient values for the endogenous variables are significant.

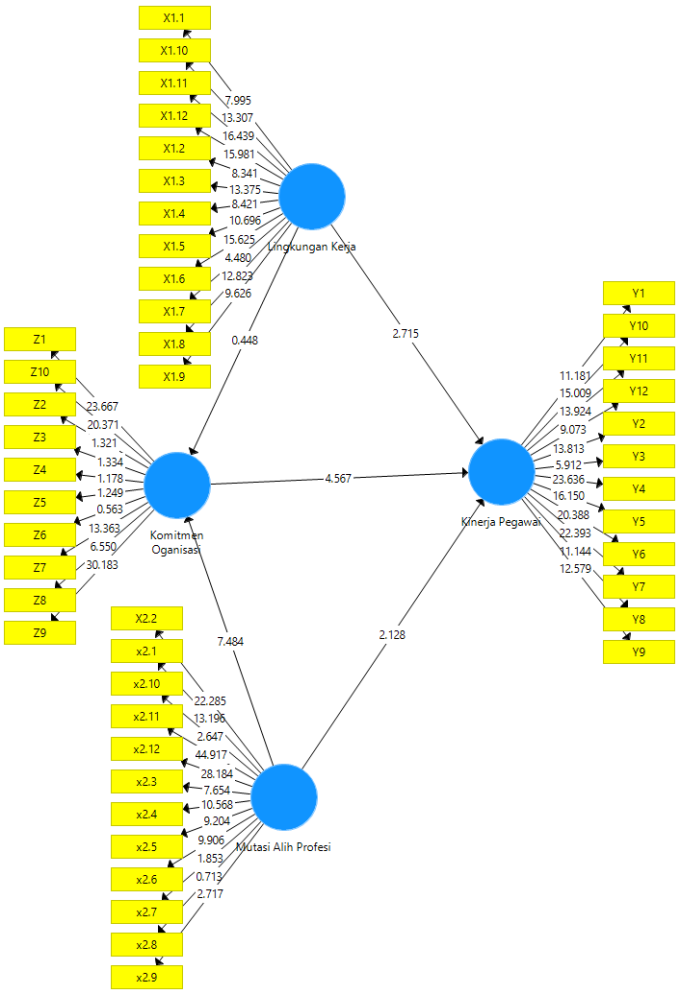

Figure 2 Inner Model (Structural Model)

R-Square Test Results

The percentage of variation in the value of the influenced variable (endogenous) that can be accounted for by the exogenous variables influencing it is known as R-Square. This is helpful in determining how excellent or poor the model is. The following is the conclusion drawn from evaluating the R-Square value in Table 4.

Table 4 R-Square Test

Variable	*R-Square*	*R Square Adjusted*
Employee Performance	0.941	0.938
Organizational Commitment	0.857	0.852

Source: outcomes of using Smart PLS to process data, 2025

1. Model I for R-Square Adjusted Path = 0.938. Accordingly, the model is categorized as significant (strong) since variable X, specifically the work environment and transfer of profession, has a 93.8% ability to explain Y (employee performance).

2. The model is categorized as significant (strong) since R-Square Adjusted Path Model II = 0.852 indicates that variable X, specifically work environment and professional transfer mutation, can explain Z (organizational commitment) to an extent of 85.2%.

F-Square Test Result

F-Square, also known as effect size measurement, is a metric used to evaluate the relative influence of an exogenous influencing variable on an endogenous influenced variable. Regarding the F-Square value, the following outcomes are derived from Table 5.

Table 5 F-Square

Variable	Employee Performance (Y)	Organizational Commitment (Z)	Work Environment (X_1)	Professional Transfer Mutation (X_2)
Employee Performance (Y)				
Organizational Commitment (Z)	0.524			
Work Environment (X_1)	0.255	0.005		
Professional Transfer Mutation (X_2)	0.134	1.181		

Source: outcomes of using Smart PLS to process data, 2025

An external influencing variable's relative impact on an endogenous influenced variable is measured using the F-Square or effect size measurement.

1. If the value is 0.02, then Exogenous variables have very little effect on endogenous variables.
2. A score of 0.15 indicates Exogenous variables have a moderate effect on endogenous variables.
3. If value is 0.35, then Endogenous factors are significantly impacted by exogenous factors.

Hypothesis Testing

a. Direct Effect

Table 6 Direct Effect Hypothesis Results

Hypothesis	Original sample (O)	T Statistics	P-Values
Work Environment (X_1) -> Employee Performance (Y)	0.263	2.715	0.007
Professional Transfer Mutation (X_2) -> Employee Performance (Y)	0.281	2.128	0.034
Work Environment (X_1) -> Organizational Commitment (Z)	0.056	0.448	0.654
Professional Transfer Mutation(X_2) -> Organizational Commitment (Z)	0.876	7.484	0.000
Organizational Commitment (Z) -> Employee Performance (Y)	0.466	4.567	0.000

Source: outcomes of using Smart PLS to process data, 2025

Direct effect analysis can be used to test the hypothesis that an exogenous influencing variable directly affects an endogenous influenced variable. It is also demonstrated by the P-Value using the subsequent criteria:

1. The variable is significant if the P-value is less than 0.05.
2. The variable is not significant if the P-Value is greater than 0.05.

According to Table 6, which presents the path coefficient results, all of the values are positive (as indicated by the T-statistic), including:

1. The regression coefficient (Original sample) for the relationship between work environment and employee performance is 0.263. The work environment of PLN UP3 Lubuk Pakam has a favorable and substantial impact on employee performance, as indicated by the probability value (p-values) of 0.007 <0.05.

2. The regression coefficient (Original sample) for the impact of Professional Transfer Mutation on employee performance is 0.281. Employee performance at PT PLN UP3 Lubuk Pakam is positively and significantly impacted by Professional Transfer Mutation, as indicated by the effect's probability value (p-values) of 0.034 <0.05.

3. The regression coefficient (Original sample) for the relationship between organizational commitment and work environment is 0.056. The work environment at PLN UP3 Lubuk Pakam has a positive but negligible impact on organizational commitment, according to the effect's probability value (p-values) of 0.654> 0.05.

4. The regression coefficient (Original sample) for the impact of Professional Transfer Mutation on organizational commitment is 0.876. At PLN UP3 Lubuk Pakam, professional transfer mutation has a favorable and significant impact on organizational commitment, as indicated by the influence's probability value (p-values) of 0.000 <0.05.

5. The regression coefficient (Original sample) for the relationship between organizational commitment and employee performance is 0.466. Employee performance at PLN UP3 Lubuk Pakam is positively and significantly impacted by organizational commitment, as indicated by the effect's probability value (p-values) of 0.000 <0.05.

b. Indirect Effect

Indirect effect analysis can be used to test the hypothesis that an external influencing variable has an indirect effect on the endogenous influenced variable, mediated via an intervening variable (Juliandi, 2018). Table 7 displays the findings of the Indirect Effect Hypothesis.

Table 7 Hypothesis Results of Indirect Effect

Hypothesis	Original sample (O)	T Statistics	P-Values
Work Environment(X_1) -> Organizational Commitment (Z)-> Employee Performance (Y)	0.026	0.430	0.668
Professional Transfer Mutation(X_2) -> Organizational Commitment (Z) -> Employee Performance(Y)	0.408	4.619	0.000

Source: outcomes of using Smart PLS to process data, 2025

Following the findings of testing the indirect effect, the following conclusions are drawn:

1. The regression coefficient (Original sample) of 0.026 and p-values of 0.668> 0.05 indicate that the work environment has a positive but negligible impact on employee performance through organizational commitment. That is the effect of the work environment on employee performance.
2. Professional Transfer Mutation has a positive and significant effect on employee performance through organizational commitment because the regression coefficient (Original sample) for this effect is 0.408, and the p-values are 0.000 <0.005.

Analysis and Discussion:

1. The Influence of Work Environment on Employee Performance

Employee performance is positively and significantly impacted by the work environment, according to test results. The data's t-count value of 2.715 and regression coefficient (Original sample) 0.263, with a significance t (P-value) of 0.007, demonstrate this. The result is significant since the significance t (P-value) is not more than 0.05. According to the study's findings, there is a direct and significant correlation between how well employees perform their jobs in the office setting of PLN UP3 Lubuk Pakam and how they feel and engage with their workplace. This implies that employees' performance tends to be higher when they view their workplace to be better and more conducive. A nice work environment can foster employee pleasure, which in turn supports employee productivity, which in turn influences the enhancement of employee performance. For employees' needs to be met and for the best possible outcomes to be achieved, a supportive work environment is required. The study's findings are consistent with those of studies by (Yulianti et al, 2022), (Fitri et al, 2023), (Rosminah, 2021) and (Cahyani, 2024) which found that employee performance is positively and significantly impacted by the workplace. Employee support, motivation, and productivity can all be enhanced by a positive work environment.

2. The Effect of Professional Transfer Mutation on Employee Performance

According to test results, professional transfer mutations have good and noteworthy impact on worker performance. A t-count value of 2.128 and a regression coefficient (Original sample) of 0.281 with a significance t (P-value) of 0.034, both of which are significant because the significance t (P-value) not more than 0.05, provide evidence of this. This demonstrates that workers who experience mutations can perform better. Employee motivation and morale might rise when they change careers or fields of work since they can face new challenges and experience new routines. In order to improve performance, mutations can be used to place workers in roles that better suit their interests, skills, and potential. In order to boost morale and productivity, Mutation seeks to place workers in positions that are appropriate for their skills and competencies. The study's findings are consistent with those of studies by (Fitri et al, 2023), (Hudiyah & Syaodih, 2022) and (Sofiati & Septianto, 2022), which found that job transfers significantly and favorably impact employee performance. Well-thought-out mutations can give workers the chance to grow, lessen monotony, and match positions with their skills, all of which will enhance performance on both an individual and organizational level.

3. The Influence of Work Environment on Organizational Commitment

According to test results, organizational commitment is positively but not significantly impacted by the work environment. A t-count value of 0.448 and a regression coefficient (Original sample) of 0.056 with a significance t (P-value) of 0.654—a value that is not significant because the significance t (P-value) more than 0.05—provide proof of this. These findings suggest that employees' level of loyalty to PLN UP3 Lubuk Pakam tends to increase with how well they feel about their workplace. It is believed that elements of the workplace, such as favorable organizational culture, supportive coworkers, assistance from superiors, and sufficient workspace, boost employees' sense of attachment and loyalty to the business. They might feel more at ease, inspired, and appreciated, which motivates them to devote themselves more fully to the objectives and principles of the company. The findings of this study are consistent with research by (Rumoning, 2018), which found that organizational commitment is positively but not significantly impacted by the work environment, and (Nurhalizah, 2022), which found no effect of the work environment on organizational commitment. Other factors that have a much stronger impact on organizational commitment include the pay, benefits, and other facilities that employees receive; whether or not there is a clear career path and opportunities for learning and development; or whether or not a supervisory leadership style that is effective, motivating, and supportive has a greater impact on employee commitment.

4. The Effect of Professional Transfer Mutation on Organizational Commitment

The Professional Transfer Mutation significantly and favorably affects organizational commitment, according to test data. The data was found to have a t-count value of 7.484 and a regression coefficient (Original sample) of 0.876 with a significance t (P-value) of 0.000. The significance of t (P-value) <0.05 indicates that the value is significant. This demonstrates that moving employees from one area of work or specialization to another at PLN UP3 Lubuk Pakam has a significant and quantifiable positive effect on their degree of dedication to the company. As previously mentioned, professional transfer mutation entails major adjustments to the roles and obligations of employees. The new position may offer a welcome challenge as well as a chance to pick up new abilities. A sense of competence and job satisfaction might rise when these obstacles are overcome, and this deepens the emotional connection with the company that gave the opportunity. The findings of this study support those of studies by (Aditianto et al, 2020) and (Rohmat et al, 2023), which found that mutations significantly and favorably impact organizational commitment. Work that is monotonous might lower attachment and motivation. Professional transfer mutations keep employees interested in their jobs and organizations, avoid monotony, and offer variation.

5. The Effect of Organizational Commitment on Employee Performance

Test results indicate that corporate commitment has a favorable and significant impact on employee performance. This is demonstrated by the data's t-count value of 4.567, regression coefficient (Original sample) of 0.466, and significance t (P-value) of 0.000. Given that the significance t (P-value) is less than 0.05, the value is considered significant. This demonstrates that there is a significant and quantifiable positive association between the degree of dedication exhibited by PLN UP3 Lubuk Pakam staff and their

performance in carrying out their jobs. To put it another way, an employee's performance improves with greater dedication to the company and vice versa. Employees that are committed feel like they belong to the organization, are more dedicated, and are more motivated to achieve goals, all of which eventually improve performance and output. The findings of this study are consistent with studies by (Aditianto et al, 2020), (Angraini et al, 2021), (Rohmat et al, 2023) and (Cahyani, 2024) that show that employee performance is positively and significantly impacted by organizational commitment. An employee's degree of identification, emotional attachment, awareness of the costs of leaving the company, and sense of duty to the company are all reflected in their organizational commitment.

6. The Influence of Work Environment on Employee Performance through Organizational Commitment

Through the work environment, organizational commitment has a beneficial but not statistically significant effect on employee performance, according to data processing results. The t-count value is 0.430, the regression coefficient (Original sample) is 0.026, and the significance of t (P-value) is 0.668. The value is not significant because the significance of T (P-value) is more than 0.05. Conditions of the workplace PLN UP3 Employee performance is generally improved by Lubuk Pakam, but statistically, the relationship is not strong enough to be deemed truly influential. This can be the result of the presence of other, stronger determinants or the inadequacy of the organizational commitment variable to serve as a beneficial mediator in the interaction. In other words, enhancing the workplace by itself does not always result in better worker performance. Importantly, if it is not coupled with other, more powerful elements or if the employee's organizational commitment is insufficiently strong to operate as a mediator. The findings of this study are in contrast to those of studies by (Nurkholifa & Budiono, 2022) and (Azikin et al 2019), which claim that organizational commitment has a favorable and significant impact on employee performance in the workplace. An excellent way to boost employee performance is to invest in a positive work environment. By doing this, businesses not only raise employee satisfaction but also greatly motivate people to work harder by fostering more devotion.

7. The effect of professional transfer mutation on Employee Performance through Organizational Commitment

The results of the data processing indicate that professional transfer mutation has a positive and significant effect on employee performance through organizational commitment, as evidenced by the calculated t-value of 4.619 and regression coefficient (Original sample) of 0.408 with significance t (P-value) of 0.000. The significance t (P-value) is less than 0.05, indicating that the value is significant. This demonstrates that the professional transfer mutation policy at PLN UP3 Lubuk Pakam has as its strategic objective raising employee performance. The benefits of these mutations are mediated via greater organizational commitment rather than happening directly. Employee commitment will increase and performance will improve dramatically when they perceive change as a chance for personal growth, feel appreciated, and have a deeper grasp of the company. The findings of this study are consistent with studies by (Nugroho, 2024), which claims that organizational commitment causes mutation to have a favorable and significant impact on

employee performance. The term "professional transfer" describes the movement of workers inside the same organization from one type of work or area of expertise to another, which positively affects worker performance.

Conclusion

The results of this study's data analysis and discussion indicate that the work environment at PLN has a favorable and significant impact on employee performance. Professional transfer mutation UP3 Lubuk Pakam has a profoundly good effect on employee performance at PLN. At PLN UP3 Lubuk Pakam, the work atmosphere is good, and professional transfer mutation has a positive and significant effect on organizational dedication. Employee performance is positively and significantly impacted by organizational commitment, positively and significantly impacted by professional transfer mutation by organizational commitment, and positively but negligibly impacted by the work environment.

Based on the research findings and conclusions discussed above, it can be inferred that more variables will likely be employed in future studies to produce more accurate, broadly applicable results that can serve as a problem reference. To better understand employee experiences and perceptions of work environment, professional transfer mutation, organizational commitment, and performance, future studies may apply more thorough data collection techniques, such as qualitative interviews. Similar studies can be conducted in other departments or businesses with large organizational structures and branches, particularly in the energy sector or other industries.

References

Aditianto, Dian., Sihite, Mombang., Supriyadi, E. (2020). Pengaruh Komitmen Organisasi, Budaya Organisasi dan Lingkungan Kerja Terhadap Kinerja Karyawan dengan Motivasi Kerja Sebagai Variabel Moderator Melalui Komitmen Organisasi PT Angkasa Pura I (Persero). *Jurnal Ekobisman*, *5*(2).

Angraini, Renita., Parawangi, Anwar., Mustari, N. (2021). Pengaruh Komitmen Organisasi Terhadap Kinerja Pegawai Di Badan Kepegawaian dan Diklat Daerah Kabuaten Enrekang. *Jurnal Universitas Muhammadiyah Makassar*, *2*(3), 875–888. https://journal.unismuh.ac.id/index.php/kimap/index

Azikin, Sri, Reski., Ilyas, Gunawan, Bata., Asiz, M. (2019). Pengaruh Lingkungan Kerja dan Kompensasi Terhadap Kinerja Pegawai Melalui Komitmen Organisasi pada Dinas Pendidikan dan Kebudayaan Kabupaten Bantaeng. *YUME: Journal of Management*, *2*(1), 1–41.

Cahyani, Iftitah, A. (2024). Pengaruh Lingkungan Kerja dan Pengembangan Karir Melalui Komitmen

Organisasi Terhadap Kinerja Pegawai di PT Pegadaian Syariah Cabang Sampang Kota. *MAP (Jurnal Manajemen Dan Administrasi Publik)*, *7*(4).

Cahyani, Riris, Anggun., Sundary, Ocky., Dongoran, J. (2020). Pengaruh Komitmen Organisasi dan Kepuasan Kerja terhadap Kinerja Karyawan (Studi Pada Perusahaan Daerah Air Minum (PDAM) Kota Salatiga). *Jurnal Ekobis Dewantara*, *3*(1), 1–10.

Delawati, Devi., Irawati., Alawi, Muhammad, Nawab., Maliki, Budi, I. (2024). Pengaruh Komitmen Organisasi Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Divisi Produksi PT. Dui Esa Unggul. *Jurnal Media Akademik (JMA)*, *2*(2). https://doi.org/10.62281/v2i2.149

Fauzi, Akhmad., A Nugroho, R. H. (2020). *Manajemen Kinerja*. Airlangga University Press.

Fitri, Aidila., Badri, Juarsa., Putra, Eka, Yosep., Susanto, R. (2023). Disiplin Kerja, Mutasi Jabatan, Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada PDAM Kabupaten Padang Pariaman. *Jurnal Economina*, *2*(5), 1088–1100.

Heri, Juanda., Alamsyah, Alamsyah., Nugraha, M. (2024). *Evaluasi Mutasi Pegawai di Pemerintahan Kabupaten Banyuasin*. *1*(4).

Hudiyah, Dewi., Syaodih, E. (2022). Pengaruh Rotasi Dan Mutasi Kerja Terhadap Kinerja Karyawan PT. Onamba Indonesia Karawang. *Jurnal Manajemen Jasa*, *4*(1), 27–35.

Husain, A. (2022). Pengaruh Mutasi Kerja dan Beban KerjaTerhadap Kinerja Pegawai. *Jurnal Oikos-Nomos*, *15*(1), 1–10.

Hutagalung, B. A. (2022). Analisa Faktor – Faktor Yang Mempengaruhi Kinerja Pegawai: Kompetensi, Motivasi Dan Lingkungan Kerja (Penelitian Literature Review Manajemen Sumber Daya Manusia). *Jurnal Manajemen Pendidikan Dan Ilmu Sosial*, *3*(1), 201–210. https://doi.org/10.38035/jmpis.v3i1.866

Joni., H. (2022). Pengaruh Kepemimpinan, Lingkungan Kerja dan Komunikasi Terhadap Kinerja Karyawan. *Value : Jurnal Manajemen Dan Akuntansi*, *17*(1), 13–24. https://doi.org/10.32534/jv.v17i1.2520

Juliandi, A. (2018). *Structural Equation Model Partial Least Square (SEM-PLS) Menggunakan Smartpls*.

Kadir, Abdul., Sampara, Nirwana., Bachtiar, Y. (2021). Pengaruh Demosi, Mutasi Dan Promosi Jabatan Terhadap Kinerja Pegawai Pada Sekretariat Daerah Kabupaten Pinrang. *Economos : Jurnal Ekonomi Dan Bisnis*, *4*(2), 105–112. https://doi.org/10.31850/economos.v4i2.830

Kasmir. (2019). *Manajemen Sumber Daya Manusia (Teori Dan Praktik)*. PT Raja Grafindo Persada.

Maranata, Bonaventura, Hendrawan., Widyaningtyas, Dian, Prasetyo., Istiqomah, Ardani, N. (2022). Pengaruh Komitmen Organisasi Terhadap Kinerja Karyawan Pada PT. Bank Bumn Kota Semarang. *Jurnal Arimbi (Applied Research in Management and Business)*, *2*(2), 1–10. https://doi.org/10.53416/arimbi.v22i2.120

Nugroho, Kristedo, S. (2024). *Pengaruh Lingkungan Kerja dan Mutasi Jabatan Terhadap Kinerja Pegawai yang Dimediasi oleh Komitmen Organisasi PT PLN Nusantara Power UMRO (Unit Maintenance Repair Overhaul) UPHK (Unit Pelaksana Pemeliharaan Pembangkitan) Medan*. Universitas Muhammadiyah Sumatera Utara.

Nurhalizah, M. (2022). *Pengaruh Etika Kerja dan Lingkungan Kerja Terhadap Komitmen Organisasi Melalui Kepuasan Kerja Pada Kantor Walikota Medan*. Universitas Muhammadiyah Sumatera Utara.

Nurkholifa, Nadiya., Budiono, B. (2022). Peran Mediasi Komitmen Organisasi Pada Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan. *Jurnal Ilmu Manajemen*, *10*(1), 329–343.

Pribadi, H. N. (2022). *Pengaruh Lingkungan Kerja, Konflik Kerja Dan Stres Kerja Terhadap Kinerja Karyawan Pada CV. Karoseri Bus Putra Pelangi Kota Tegal*. Universitas Pancasakti Tegal.

Purba, Jon, H. (2020). Pengaruh Mutasi dan Promosi Terhadap Kinerja Karyawan. *Jurnal Manajemen*, *6*(2), 83–90.

Rahayu, Setiyoni Teguh., Mansyur., Ismail, I. (2024). Pengaruh kinerja karyawan terhadap suksesnya suatu perusahaan. *Jurnal Media Akademik (JMA)*, *2*(12).

Ramly, A. T. (2022). *Manajemen Kinerja SDM*. Bintang Pustaka.

Rawis, Alty., Sendow, Greis, M., Walangitan, M. D. (2019). Pengaruh Motivasi Kerja Dan Sertifikasi Profesi Terhadap Kinerja Karyawan Barista Kedai Kopi Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, *7*(4), 4730–4737.

Rohmat, Arfian, Nur., Indaryani, Mamik., S. (2023). Pengaruh Mutasi, Teknologi Informasi Dan Lingkungan Kerja Terhadap Kinerja Pegawai Melalui Komitmen Organisasi. *Jurnal Ekonomi Bisnis, Manajemen Dan Akuntansi (JEBMA)*, *3*(3), 612–628. https://doi.org/10.47709/jebma.v3i3.2899

Rosminah. (2021). Pengaruh Lingkungan Kerja terhadap Kinerja Pegawai Kantor Kecamatan Bajeng Kabupaten Gowa. *Jurnal Managemen Sumber Daya Manusia*, 1–12. http://eprints.unm.ac.id/20118/

Rumoning, Muhammad, H. (2018). Pengaruh Lingkungan Kerja, Disiplin Kerja Dan Stres Kerja Terhadap Komitmen Organisasi Dalam Meningkatkan Kinerja Perawat Di RSUD Kabupaten Asmat. *Jurnal Emba*, *6*(2), 958–967.

Satria, Rita., Imam, Didin, C. (2024). Pengaruh Motivasi dan Disiplin Kerja terhadap Kinerja Karyawan pada PT Bahtera Adi Jaya Periode 2018-2022. *Al-Kharaj: Jurnal Ekonomi, Keuangan & Bisnis Syariah*, *6*(7), 5490–5500. https://doi.org/10.47467/alkharaj.v6i7.3020

Soelistya, Djoko., Desembrianita, Eva., Tafrini, W. (2021). *Stong Point Kinerja Karyawan*. Nizamia Learning Center.

Sofiati., Septianto, Y. (2022). Pengaruh Mutasi Pegawai Dan Kepuasan Kerja Terhadap Kinerja Pegawai Kantor Wilayah DJP Daerah Istimewa Yogyakarta Di Masa Pandemi Covid-19. *Jurnal Ilmiah*

Akuntansi Keuangan Dan Bisnis, *2*(2), 11–25.

Widiyawanto, Indra., Muljaningsih, S. (2023). Pengaruh Mutasi Jabatan dan Penghargaan Terhadap Kinerja Pegawai dengan Motivasi Sebagai Variabel Intervening di PT. Jasa Raharja Surabaya. *Widya Manajemen*, *5*(1), 21–31. https://doi.org/10.32795/widyamanajemen.v5i1.2886

Yulianti, Prima., Ariska, Rika., M. (2022). Pengaruh Beban Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan Bank Nagari Syariah Cabang Padang. *Jurnal Penelitian Dan Pengkajian Ilmiah Sosial Budaya*, *1*(2).