

Job Autonomy, Organizational Learning, and Work Environment on Organizational Commitment in PT PLN (Persero) UP3 Padang

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ARTICLE INFO	ABSTRACT
Received 13 October 2022 Accepted 18 November 2022 Published 8 December 2022 Keywords : job Autonomy, Organizational Learning, Work Environment, and Organizational commitment	This poprpuse of this reserch is to analyze the effect of job autonomy, organizational learning, and work environmnet commitment of PT PLN (Persero) UP3 Padang. Data was collected using questionnaires to 74 employees of PT PLN (Persero) UP3 Padang. The data that has been collected is then processed using SPSS. The results showed that job autonomy had a positive but not significant effect on organizational commitment. Further findings organizational learning has a positive and significant effect on organizational commitment, lastly the work environment has a positive and significant effect on organizational commitment.



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INTRODUCTION

Organizational commitment is very important for a company, because when organizational commitment to the company is very strong, it will have an impact on achieving goals and profitable results for the company. Research conducted by Chughtai and Zafar (2006) ,It is very important to build organizational commitment to employees, because employees who have a high commitment to the organization will tend to last longer, and have better performance. Also, serious representatives will show their faithfulness and become useful people at work (Dey et al., 2014). Commitment is something that makes a person determined, determined, sacrifice and be responsible for achieving his goals and organizational goals that have been agreed or determined in advance. Orgaizational commitment is described as a mental methodology, which binds workers to an organization aimed at reducing the desire to move (Farrukh, Ying, & Ahmed, 2016).

Organizational commitment is very important for a company, including PT PLN (Persero) UP3 Padang. With a commitment to each employee will make employees more responsible for their work, have the desire to continue to survive with the organization, will be loyal and work optimally and can devote attention, thoughts, energy and time to their work so that company goals can be achieved.

Organizational commitment can result in lower turnover rates, increased enthusiasm, better institutional behavior and constant company support (Kwon & Banks, 2004). So it's a good dea that numerous positive ocial result can connet with ndividual obligation, ike better work support, motivation, efficiency, ature of work, and an ability to forfeit for the association (Farrukh, Ying, & Mansori, 2017).

The problem that the authors found related to organizational commitment at PT PLN (Persero) UP3 Padang is that employees' commitment to the organization is still not optimal, such as

there are still employees who feel they are not obligated to stay in the company if they get a better job.

Several previous researchers have tried to explain the factors that influence organizational commitment including; job autonomy (Ahakwa et al., (2012); Dude, 2012; Karim 2017; Khan et al., 2016; Naqvi et al., 2013; Park & Searcy, 2012), Organizational Learning (Addai et al., 2017; Hanaysha, 2016; MI Hendri, 2019; Hsu, salary, Naharmpour, & Habibi, 2015; Berguba et al., 2013), and work environment (Abdullah & Ramay, 2012; Hanaysha, 2016; Khoung & Le Vu, 2014; Vanaki & Vagharseyyedin, 2009).

Job autonomy as examined as a significant element to comprehend how organizational commitment is created in people (Halaby & weakliem, 1998). Job autonomy is defined as the extent to which work provides substantial freedom, independence in carrying out and scheduling work and in determining the procedures used in completing it (Saragih, 2011).

The problem that the authors found related to job autonomy at PT PLN (Persero) UP3 Padang is that there are still employees who do not feel the freedom to make decisions and determine how work is done according to their own opinions.

Addai et al., (2017) Reveal that organizational learning significantly affects the organizational commitment. organizational learning is a cycle in which leaders seek to expand their organization's individual boundaries to understand and address the current state of the organization so that they can complete consistent choices in working on their organization (McShane and Mary Ann Glionow, 2012:9).

The problem that the author finds related to organizational learning at PT PLN (Persero) UP3 Padang is that there is still a lack of guidance given by the leadership to its employees, where this often occurs when employees transfer from other fields, where the employee initially worked in the PA field who was later transferred in the IT field. The transfer that occurs is not supported by the training provided to the transferred employee, thus making the employee often do not understand the concept of his job. In addition, there is still a lack of support given to employees who dare to take risks in their work.

In addition to paying attention to job autonomy and organizational learning, another factor that can also affect organizational commitment is the work environment. The work environment is everything that is around the workers and can affect them in carrying out the tasks given (Putra & Srianthi, 2018). According Danish et al., (2013) the work environment affects to organizational commitment.

The problem that the author found related to the work environment at PT PLN (Persero) UP3 Padang is that there is still an unattractive work environment in one part of the workplace, namely in the Distribution Introduction Picket section (P2D), where workspaces are disorganized and visually unattractive.

In view of the circumstances and peculiarities portrayed over, the authors are interested in discussing "The influence of job autonomy, organizational learning, and work environment on organizational commitment at PT PLN (Persero) UP3 Padang.

LITERATURE REVIEW

Organizational commitment

Kreitner and Kinicki (2014) reveal that organizational commitment reflects the degree to which a person recognizes an organization and is committed to its goals. Then Zaraket (2017) likewise says that organizational commitment is the extent to which an individual takes part in his organization and the dedication shown by the capacity of workers to work effectively as well as their desire to follow without wanting to leave the organization. Indicators of organizational commitment according to Allen and Mayer in Abdullah, (2011) are:

1. Affective commitment

The extent to which a person identifies with himself, involvement in an organization, and emotional attachment.

2. Normative Commitment

Individual beliefs about responsibility to the organization.

3. Continuous Commitment

Individual commitment based on consideration of what must be sacrificed when leaving the organization.

Job Autonomy

Saragih (2012) defines job autonomy as the extent to which the degree of substantial freedom, independence, and individual discretion in scheduling work and in determining the procedures to be used in completing work. Then Astriana (2010) also revealed that job autonomy is the level of freedom, independence that a person has in planning a job and determining what method is used in carrying out the job. Indicators of job autonomy according to Breugh (1999) are:

1. Work Method Autonomy

The individual's level of discretion/choice relates to the procedures/methods used to perform their work.

2. Work Scheduling Autonomy

The degree to which the job feels they can control the scheduling/time of their work activities.

3. Work Criteria Autonomy

The degree to which jobs have the ability to modify or select the criteria used to evaluate their performance.

Organizational Learning

Organizational learning is an continuous proses, in which organizations continuously share information, expand and develop the capacity to change and learn (Bates and Khasawneh (2005). IndicatorThe dimensions or indicators of organizational learning by Marsick & Walkins in Leufven et al., (2015) are as follows:

a. Create Continuous opportunities

Learning is planned in the work so that individuals can learn at work, potential open doors are accessible for job and consistent development

b. Promote Inquiry and dialogue

Individuals demonstrate their productive reasoning skills as well as the capacity to listen and question the opinions of others.

c. Encourage Collaboration and Team Learning

Work is designed in groups to access various ways of thinking. Groups are expected to learn and work together

d. Create system to Capture and share Learning

High and low innovation framework that spread learning are made and incorporated with work , access is accessible and the framework is kept up with/kept up w.

e. Empower People a Collective Vision

Individuals are engaged with setting and executing a common vision of obligation being dispersed near decision making so that individuals are persuaded to realize through what they are liable

f. Connect the Organizational to Its environment

Individuals are assisted with seeing the effect of their work on the association overall, individuals notice the climate and use data to adjust work rehearses

g. Provide strategic leadership for learning

Leader models that support learning, leaders use strategic learning in organizations.

Work Environment

The work environment related with the atmosphere in the organization in which its workers perform their obligations (Danish et al 2013). According to Supardi (2013), the work environment is a situation around the workplace both physically and non-physically that can give a pleasant, secure, reassuring impression and feel at home at work. To be an effective organization should plan their work environment to build their commitment to the organization.

Hanaysha (2016), find that individual who work in a relaxed work environment will generally work more interactions proficienly and take part in work, leaders should also fortify parts of the work environment to ensure the prosperity of of their workers.

The dimensions or indicators of the work environment according to Hanaysha (2016) in Tan et al., (2021) are as follows:

- a. Satisfaction With Workspace
- b. Cleanliness, Clean work environment
- c. Adequate Space, adequate work space
- d. Quiet Workspace, a quiet work environment or not noisy
- e. Pleasent and Appealing Worksapce, a fun and interesting workspace.

Hypothesis Development

Job Autonomy and Organizational Commitment

Lim et al., (2014) shows that Job Autonomy effecst organizational commitment. More examinations carried out by (Dude, 2012; Kharim, 2017; Khan et al., 2016) demosntrate job autonomy affects to Organizationa commitment.

In view of the writing audit over, the writers make a hypothesis to be specific :

H1: Job Autonomy is positivelyand significantly to Organizational Commitment

Organizational Learning and Organizational Commitment

Research conducted by Usefi, Nazari, & Zargar (2013), shows that organizational learning effects organizational commitment. Different investigations additionally uncover that organizational learning significantly effects on organizational commitment (Addai, Ofori, & Tweneboah, 2017).

Based on the literature review above, the authors make a hypothesis, namely:

H2: Organizational Learning positively and significantly to Organizational Commitment

Work environment and organizational commitment

Research conducted by Hanaysha (2014) Shows that the work environment affects to organizational commitment. More studies reveals that the work environment has a positively and significantly effect on organizational commitment (Danish, Ramza, & Ahmad, 2013; Ahakwa, Yang, Tackie, Odai, & Dartey, 2021).

Based on the literature review above, the authors make a hypothesis, namely:

H3: Work environment is positively and significantly effect to Organizational Commitment

Referring to the theoretical framework that the author has compiled, an analytical model can be proposed as listed in the following figure:

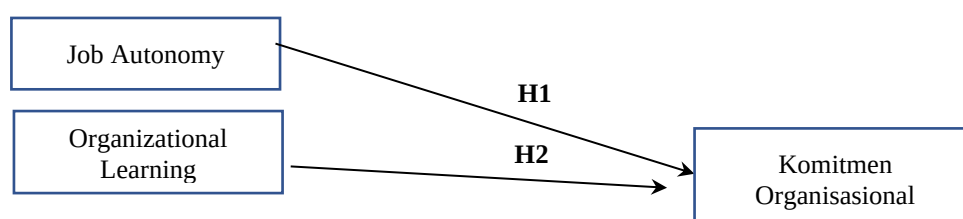




Figure 1: Conceptual Framework

METODE

This type of studies is quantitative research, because the research data is in the form of numbers that will later be analyzed using this research statistic.

1. Population and sample

The population in this study were all employees at PT PLN (Persero) UP3 Padang totaling 74 employees. The number of samples used is using a total sampling technique. The data collection used in this study is the distribution of questionnaires or questionnaires distributed to respondents, on a Likert scale with 5 alternative answers, namely strongly agree, agree, disagree, disagree, and strongly disagree.

2. Data analysis

Analysis of the data used in this study is a test of validity and reliability. The validity test uses the Pearson product moment correlation formula, provided that if $r_{count} > r_{table}$, it implies that the instrument is valid. Reliability testing in this study uses the Cronbach Alpha value, provided that if the Cronbach Alpha value is calculated > 0.60 , it means that the instrument is reliable. The information examination procedure uses a multiple linear regression, before carrying out the regression test, the classical assumption test is carried out first, which consists of the normality test, multicollinearity test, heteroscedasticity test, and linearity test.

Multiple Linear Regression Analysis

This analytical technique was used to determine the effect of job autonomy, organizational learning, and work environment on organizational commitment to PT PLN (Persero) UP3 Padang. The regression equation is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

This test is carried out using a probability technique, by comparing the value of sig, if the value of sig < 0.05 then it can be said to be significant.

Coefficient of Determination Test

Determination testing aims to determine the magnitude of the influence between variables. The value of the coefficient of determination shows the percentage of variation in the value of the dependent variable that can be explained by the resulting regression equation.

Model Feasibility Test (F test)

This test aims to determine the independent variables jointly affect the dependent variable. The results of SPSS data processing on the F test to test whether the model used is significant or not with $\alpha = 0.05$, if sig > 0.05 then the model is declared fit.

T Uji test

The t-test is used to determine whether each independent variable has an effect on the dependent variable. If the value of sig < 0.05 then it can be said to be significant.

RESULT AND DISCUSSION

Data Analysis Results

1. Instrument Test Results

a) Validity test

Prior to data processing, the instrument validity test (statement items were used in order to determine the feasibility of using statement items in the research carried out).

1. Organizational Commitment Variable

Table 1: Organizational Commitment Validity Test

No	<i>r count</i>	<i>r table</i>	Information
1.	0.382	0.229	valid
2.	0.581	0.229	valid
3.	0.553	0.229	valid
4.	0.555	0.229	valid
5.	0.460	0.229	valid
6.	0.484	0.229	valid
7.	0.655	0.229	valid
8.	0.576	0.229	valid
9.	0.544	0.229	valid
10.	0.467	0.229	valid
11.	0.418	0.229	valid
12.	0.344	0.229	valid
13.	0.489	0.229	valid
14.	0.691	0.229	valid
15.	0.652	0.229	valid
16.	0.617	0.229	valid

Source : Primary Data, 202 (processed)

Table 1 present result to examine validity test,, it very well may be seen that the 16 statement items on the Organizational Commitment variable (X1) are all valid statement items, where all items have value of $r \text{ count} > r \text{ table}$ which ranges from 0.344-0.691 which is greater than $r \text{ table}$ (0.229).

2. Job autonomy variable

Table 2: Autonomy Job Validity Test

No	<i>r count</i>	<i>r table</i>	Information
1.	0.634	0.229	valid
2.	0.804	0.229	valid
3.	0.762	0.229	valid
4.	0.745	0.229	valid
5.	0.727	0.229	valid
6.	0.682	0.229	valid
7.	0.739	0.229	valid
8.	0.609	0.229	valid
9.	0.376	0.229	valid

Source: Primary Data, 2022 (processed)

Table 2 present result to examine validity test, it very well may be seen that the 9 statement items on the job autonomy variable (X2) all statement items are valid, where all statement items have values ranging from 0.376-0.804 which is greater than $r \text{ table}$ (0.229).

3. Organizational Learning Variables

Table 3: Organizational Learning Validity Test

No	<i>r count</i>	<i>r table</i>	Information
1.	0.679	0.229	valid
2.	0.723	0.229	valid
3.	0.444	0.229	valid
4.	0.726	0.229	valid
5.	0.689	0.229	valid
6.	0.558	0.229	valid
7.	0.667	0.229	valid
8.	0.696	0.229	valid
9.	0.571	0.229	valid
10.	0.429	0.229	valid
11.	0.492	0.229	valid
12.	0.635	0.229	valid
13.	0.754	0.229	valid
14.	0.719	0.229	valid
15.	0.800	0.229	valid
16.	0.840	0.229	valid
17.	0.857	0.229	valid
18.	0.594	0.229	valid
19.	0.693	0.229	valid
20.	0.726	0.229	valid
21.	0.724	0.229	valid

Source: Primary Data, 202 (processed)

Table 3 present result to examine validity test, it very well may be seen that the 21 statements of organizational learning variables (X3), all statement items are valid, where all statement items have a calculated r value ranging from 0.429-0.857 which is greater than r table (0.229) .

4. Work Environment Variables

Table 4: Work environment Validity Test

No	<i>r count</i>	<i>r table</i>	Information
1.	0.660	0.229	valid
2.	0.842	0.229	valid
3.	0.810	0.229	valid
4.	0.861	0.229	valid
5.	0.789	0.229	valid

Source: Primary Data, 2022 (processed)

Table 4 present result to examine validity test, it very well may be seen that the 5 work environment variable statements (X4), all statement items are declared valid, where all items in the statement have a value of r tcount that ranges from 0.660-0.861, which value is greater than r table (0.229).

b. Reliability Test

A questionnaire is said to be reliable if the respondent's answer to the statement is consistent from time to time, if the Cronbach Alpha value < 0.60 then the statement is declared reliable. The results of the reliability test in this study were carried out using SPSS version 26, the results are as follows:

Table 5: Reliability test results

Variable	Cronbach Alpha
<i>Job Autonomy</i>	0.855
<i>Organizational Learning</i>	0.938
<i>Work Environment</i>	0.849
Organizational Commitment	0.826

Table 5 present result to examine Reliability test, it very well may be seen that the Cronbach Alpha in each variabel obtains a values ranging from 0.849-0.938, which value is greater than the Cronbach alpha value (0.60). So that all research variables are declared reliable.

2. Classic Assumption Test Results

a. Normality test

This test was completed to test whether in the regression model, the dependent variable and the independent variable were normally distributed or not, using the Kolmogorov-Smirnov One-Sample technique, namely if the sig value > 0.05 .

Table 6: Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		74
Normal Parameters, b	mean	.0000000
	Std. Deviation	4.20283487
Most Extreme Differences	Absolute	.091
	Positive	.091
	negative	-.090
Test Statistics		.091
asympt. Sig. (2-tailed)		.200c,d

Table 6
present

result

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

toexamine normality test, it very well may be seen that the value of sig (2-tailed) is $0.200 > 0.05$, so it means that the standardized residual value is declared normal or spread.

b. Multicollinearity Test

This test is carried out using the TOL (tolerance) and VIF Variant Inflation Factor methods, if the VIF value is < 10 and the Tolerance > 0.1 then the variable does not have a multicollinearity problem.

Table 7: Multicollinearity Test Results

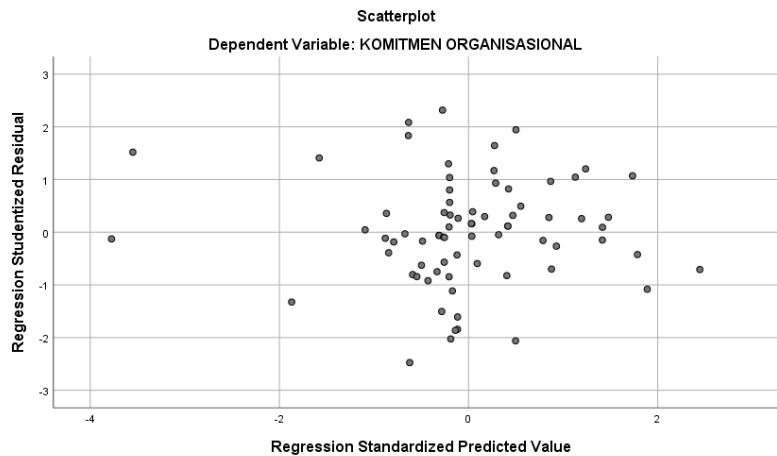
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
Model		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	28.322	6.618		4.279	.000		
	JOB AUTONOMIC	.009	.103	.008	.088	.930	.997	1.003
	ORGANIZATIONAL LEARNING	.234	.092	.342	2,552	.013	.515	1,942
	WORK ENVIRONMENT	.720	.317	.304	2.272	.026	.516	1,939

a. Dependent Variable: ORGANIZATIONAL COMMITMENT

Table 7 present result of examine , the three independent variables used in this study meet the requirements to be included in the research model, where the VIF of the three variables, namely the X1 variable is 1.003, X2 1.942, and X3 is 1.939 and the tolerance level is close to 1. concluded that there is no multicollinearity problem or there is no relationship between the dependent variable and the independent variable.

c. Heteroscedasticity Test Results

Heteroscedasticity analysis in this study was carried out using graphical analysis using a Scatterplot where the horizontal axis describes the Predicted standardized value, while the vertical axis describes the studentized residual axis. Assuming the dabs in the subsequent picture structure a specific example that is scattered, for example, a huge wave extending, then restricting, heteroskedastisitas has happend. The consequences of the examination are as per the following



Source: Primary data, 2022 (processed)

In the figure, it tends to be seen that the focuses on the scatterplot chart don't have a reasonable dissipating design and the focuses spread above and underneath the number 0 on the Y hub, along these ines this right hows that here is no heteroscedasticity issue.

d. Linearity Test

This test states that each regression equation of the relationship between the independent and dependent variables must be linear. If the Deviation From Linearity value indicated by the sign value > 0.05 , it means that there is a linear relationship, the following are the results of the linearity test:

Table 8: Linearity Test Results

Variable	Sig. Deviation From Linearity	description
Organizational Commitment * <i>Job Autonomy</i>	0.126	linearity
Organizational commitment * <i>Organizational Learning</i>	0.570	linearity
Organizational Commitment * Work environment	0.742	linearity

Table 8 present result to examine Linearity test, it very well may be seen that the organizational commitment with job autonomy (Y-X1) has met the sig criteria from the Deviation From Linearity standard of $0.126 > 0.05$. Furthermore, organizational commitment with organizational learning (Y-X2) has met the sig criteria of the Deviation from Linearity standard of $0.570 > 0.05$, and finally organizational commitment with the work environment has also met the sig criteria of the Deviation from Linearity standard of $0.742 > 0, 05$ then the regression model is linear.

3. Multiple Linear Regression Analysis

This Multiple linear regression Test Is Intended to determine how much influence the variables X1, X2, and X3 have on the Y variable which in this study is job autonomy (X1), organizational learning (X2), work environment (X3), and organizational commitment (Y).

The following is the result of processing multiple linear regression data using SPSS version 26 which can be seen from the following table:

Table 9: Results of Multiple Linear Regression Analysis

		Coefficients ^a		Standardized Coefficients		
	Model	Unstandardized Coefficients		Beta	t	Sig.
		B	Std. Error			
1	(Constant)	28.322	6.618		4.279	.000
	JOB AUTONOMIC	.009	.103	.008	.088	.930
	ORGANIZATIONAL LEARNING	.234	.092	.342	2.552	.013
	WORK ENVIRONMENT	.720	.317	.304	2.272	.026

a. Dependent Variable: ORGANIZATIONAL COMMITMENT

Based on the results in the table above, the regression equation $Y = 28.322 + 0.009 + 0.0234 + 0.720$ is obtained. From the above equation, it can be concluded as follows:

a. The constant value is 28.322, if job autonomy (X1), organizational learning (X2), and work environment (X3) are 0 or constant, then organizational commitment will be worth 28.322.

b. The job autonomy coefficient value is 0.009, meaning, if the job autonomy variable has increased by one unit, with other independent variables, namely organizational learning (X2) and work environment (X3) the value is 0 or constant, then organizational commitment will increase by 0.009.

c. The organizational learning coefficient value is 0.234, meaning, if the organizational learning variable has increased by one unit, with other independent variables, namely job autonomy (X1) and work environment (X3) the value is 0 or constant, then organizational commitment will increase by 0.234.

d. The work environment coefficient value is 0.720, meaning, if the work environment variable has increased by one unit, with other independent variables, namely job autonomy (X1) and organizational learning (X2) the value is 0 or constant, then organizational commitment will increase by 0.720

4. Coefficient of Determination Test Results

Determination testing is used to determine the percentage contribution of the influence of variable X on variable Y. Based on data processing with the help of the SPSS version 26 program, the following results are obtained:

Table 10: Results of the coefficient of determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.595a	.354	.326	4.29195

a. Predictors: (Constant), WORK ENVIRONMENT, JOB AUTONOMY, ORGANIZATIONAL LEARNING

Table 10 present result examine , the coefficient of determination is 0.354, it can be concluded that the variable job autonomy (X1), organizational learning (X2), and work environment (X3) affect the variable organizational commitment (Y) by 35.4%. while the remaining 64.6% is influenced by other factors not examined in this study.

5. F Statistic Test

To test the effect of the variables of job autonomy, organizational learning, and work environment on organizational commitment, F test can be done. As a comparison to see a significant effect, the 5% or 0.05 criteria are used or by comparing f count with f table. The results of the F test using SPSS version 26 are as follows;

Table 11: F . Test Results

		ANOVAa				
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	705.082	3	235,027	12.759	.000b
	Residual	1289,459	70	18,421		
	Total	1994,541	73			

From the table above, it is obtained that the sig value of 0.000 < 0.05 means that there is a simultaneous positive and significant effect between job autonomy, organizational learning, and work environment simultaneously on organizational commitment at PT PLN (Persero) UP3 Padang.

6. t test results

To test the effect of the variables job autonomy, organizational learning, and work environment on organizational commitment can be done with the t test (partial test). In this study, the significance criteria of 5% or 0.05 were used, meaning that if the sig value was 0.05, then there was an influence between the independent variable on the dependent variable, and vice versa if the sig value > 0.05 then there was no effect between the dependent variable and the dependent variable. or can also compare the value of t count with t table. The results of data processing using SPSS version 26 are as follows;

Table 12: t test results

Coefficientsa

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	28.322	6.618		4.279	.000
	JOB AUTONOMIC	.009	.103	.008	.088	.930
	ORGANIZATIONAL LEARNING	.234	.092	.342	2.552	.013
	WORK ENVIRONMENT	.720	.317	.304	2.272	.026

a. Dependent Variable: ORGANIZATIONAL COMMITMENT

Table 12, present results to examine the following results are obtained:

1. From the results of statistical tests, the results of $t_{count} < t_{table}$ are $0.088 < 1.994$ and the sig value is $0.930 > 0.05$. So it can be interpreted that job autonomy has a positive but not significant effect on organizational commitment at PT PLN (Persero) UP3 Padang. Because the t-count is positive, it can be concluded that with a significant level of 0.05, partially job autonomy has a positive but not significant effect on organizational commitment at PT PLN (Persero) UP3 Padang. So every increase that occurs in job autonomy does not increase organizational commitment.

This study isn't in accordance with research led by Lee et al., (2014) and Naqvi et al., (2013) where the aftereffects of these examinations express that job autonomy affects organizational commitment

2. From the results of the statistical t test, the results of $t_{arithmetic} > t_{table}$ are $2.552 > 1.994$ and the sig value is $0.013 < 0.05$. So it can be interpreted that organizational learning has a positive and significant effect on organizational commitment at PT PLN (Persero) UP3 Padang. Because the t-count is positive, it can be concluded that with a significant level of 0.05, organizational learning has a positive and significant effect on organizational commitment at PT PLN (Persero) UP3 Padang. So every increase that occurs in organizational learning, organizational commitment will also increase.

This study is in accordance with research led by Addai et al., (2017) where the consequences of his study express that organizational learning affects organizational commitment.

3. From the results of statistical tests, the results of $t_{count} > t_{table}$ are $2.272 > 1.994$ and sig value of 0.026. So it can be interpreted that the work environment has a positively and significantly effect to organizational commitment at PT PLN (Persero) UP3 Padang. Because the t-count is positive, it can be concluded that with a significant level of 0.05, the work environment has a positive and significantly effect on organizational commitment to PT PLN (Persero) UP3 Padang. So every increase that occurs in the work environment, organizational commitment will also increase.

This research is in line with research conducted by Sunengsih (2014) that the work environment affects organizational commitment.

CONCLUSION

In light of this examination, there is a profound comprehension of the elements that influence the organizational commitment to PT PLN (Persero) UP3 Padang.. Through the findings

in this study, two of the three factors that influence organizational commitment, namely Organizational learning, and work environment, have a positive and significant influence on organizational commitment, while job autonomy has a positive but not significant effect on organizational commitment at PT PLN (Persero) UP3 Padang. .

This study proves that the better organizational learning and work environment perceived by employees will help increase organizational commitment to the company, and vice versa if the lower organizational learning and work environment perceived by employees, the lower the organizational commitment to the company. So that means little to focus on organizational earning by guaranteeing constant learning among representatives and gathered behavior , as well as the work environment is essential to design and create a fun, protected, helpful and engaging work environment. These things will be able to help organizations overcome problems regarding organizational commitment and increase company effectiveness.

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