



The Influence of Work Discipline and Workload on the Performance of Public Infrastructure and Facilities Handling (PPSU) Employees with Organizational Commitment as a Mediating Variable in Subdistricts of West Jakarta Regional

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ABSTRACT

This research aims to test the hypothesis regarding the influence of independent variables (Work Discipline, Workload, and Organizational Commitment) on the dependent variable (Employee Performance) in Subdistrict of West Jakarta Regional. This research uses quantitative research with a population of 50 employees and data management using SmartPLS 4. The author concludes that: (1) Work Discipline has a positive and significant effect on Organizational Commitment. (2) Workload has a negative and significant effect on Organizational Commitment. (3) Work Discipline has a positive and significant effect on Work Discipline. (4) Workload has a negative and significant effect on employee performance. (5) Organizational Commitment has a positive and significant effect on Employee Performance. (6) Work Discipline has a positive and significant effect on Employee Performance through Organizational Commitment. (7) Workload has a negative and significant effect on employee performance through organizational commitment.

INTRODUCTION

Since 2019, governments in various parts of the world, including Indonesia, have faced several social, health, government and economic challenges caused by the COVID-19 pandemic. These various challenges have created a dilemma for the government itself. On the one hand, the government is faced with a gap between what the public expects and the reality of the government's performance in handling COVID-19. On the other hand, the government's resource capacity is still limited. This results in the government receiving less appreciation and support from the public at a time when the government is facing a situation of uncertainty. In the post-pandemic phase, where there is a lot of government "homework" to reorganize the impact caused by the COVID-19 pandemic.

The DKI Jakarta Provincial Government achieved the High Compliance Predicate (Green Zone) in 2021 with an average compliance score of 88.73 (DPMPTSP Government Agency Performance Report, Provincial Government of the Special Capital Region of Jakarta, 2021). The government requires optimal performance from its employees in achieving its goals, namely meeting the expectations and demands of the community to obtain quality public services, clear, fast procedures and reasonable costs.

To optimize performance in the form of services to the community, especially in the aspect of public facilities and infrastructure in DKI Jakarta, in 2015 the Governor of DKI Jakarta issued a policy by bringing in thousands of workers who became the flagship program of the DKI Jakarta Provincial Government known as Handling Public Infrastructure and Facilities (PPSU). The main tasks of PPSU are divided into three broad lines, namely, handling road infrastructure and facilities, handling channel infrastructure and facilities, and handling park infrastructure and facilities.

An agency often only demands high performance from employees, without looking at the influencing factors, even though fundamental factors in supporting performance, such as work discipline, workload, and organizational commitment must also be considered to increase employee performance.

LITERATURE REVIEW

Work Discipline

Work discipline is very important for an organization or company in maintaining or continuing its existence. Without good work discipline, it is difficult for organizations to achieve optimal results. Discipline is the key to a company's success in achieving its goals. Work discipline is an important function in an organization because the better the employee's discipline, the higher the employee's performance (Hasibuan, 2014).

Workload

Sudarsih & Supriyadi (2019) define workload as several tasks that must be carried out by an organizational unit and are the product of the amount of work and time. Efforts must be made to harmonize work capacity, workload and work environment so that optimal work productivity can be obtained and each worker can work healthily without endangering himself and the surrounding community. Employee workload in the form of work targets and working hours charged. The workload assigned to employees must be by capabilities and regulations.

Organizational Commitment

According to Robbins & Judge (2017), organizational commitment is the level at which a worker identifies with an organization, its goals and hopes to remain a member. Committed workers will be less likely to engage in resignation, even if they are dissatisfied because they have a sense of loyalty to the organization. On the other hand, uncommitted workers, who feel less loyal to the organization, will tend to show lower levels of workplace attendance.

Employee Performance

Sinambela (2016) concludes the definition of employee performance as an employee's ability to perform a certain skill. Employee performance is very necessary because with this performance it will be known how far the employee can carry out the duties and responsibilities assigned to him.

The theory offered as well as previous research can be described in a conceptual framework that states the relationship between research variables (work discipline, workload, organizational commitment and employee performance) as follows:

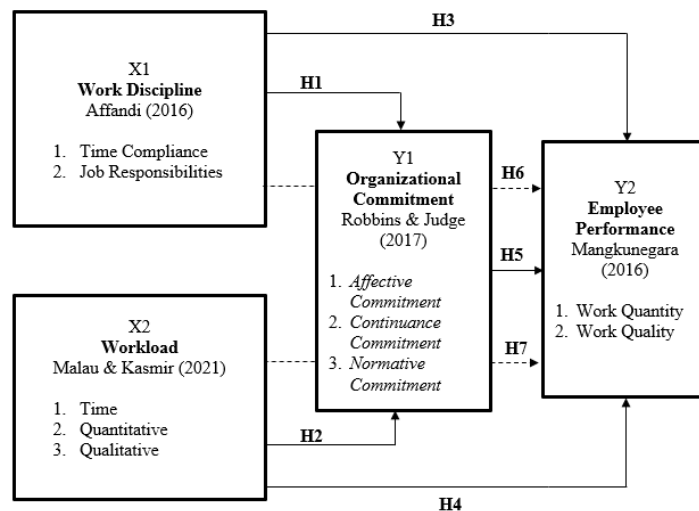


Figure 1: Conceptual Framework

The following assumptions have been balanced based on the conceptual framework in the figure above:

H1: Work Discipline has a positive and significant influence on Organizational Commitment.

H2: Workload has a negative and significant influence on Organizational Commitment.

H3: Work Discipline has a positive and significant influence on Employee Performance.

H4: Workload has a negative and significant influence on Employee Performance.

H5: Organizational Commitment has a positive and significant influence on Employee Performance.

H6: Work discipline has a positive and significant influence on Employee Performance through Organizational Commitment.

H7: Workload have a negative and significant influence on Employee Performance through Organizational Commitment.

METHODOLOGY

This type of research is quantitative research which aims to test hypotheses about the influence of independent variables (work discipline, workload and organizational commitment) on the dependent variable (employee performance) in the Subdistrict of West Jakarta Regional.

This research was reviewed through the opinions of respondents using a questionnaire designed to obtain responses on a Likert scale.

This research used a saturated sampling technique with a total of 50 respondents who met the research requirements. The data analysis method used to investigate the core research questions and propose hypotheses to be tested in this research is Structural Equation Modeling (SEM) - Partial Least Square (PLS) with the application used is SmartPLS 4.

RESULTS

Respondent Description

Respondent characteristics data was obtained from questionnaire distribution involving 50 employees. Judging by gender, there were 5 female respondents (10%), while there were 45 male respondents (90%). Based on age, respondents aged 20-30 years amounted to 9 people (18%), aged >30-40 years amounted to 23 people (46%), aged >40-50 years amounted to 18 people (36%) and aged >50 years totaling 0 people (0%). Based on their education, there were 47 respondents with SMA/SMK education levels (94%), 2 people with D3 education levels (4%), 1 person with S1 education levels (2%) and 0 people with Masters education levels (0%). Based on work period, respondents with a work period of <1 year amounted to 5 people (10%), a work period of 1-10 years amounted to 42 people (84%), a work period of >10-20 years amounted to 3 people (6%), and a work period of working >20 years amounted to 0 people (0%).

Measurement Model Testing (Outer Model)

In the measurement model analysis stage (outer model), two things will be analyzed, namely validity analysis (convergent validity, discriminant validity) and reliability analysis (Cronbach's alpha and composite reliability) (Hair et al., 2014).

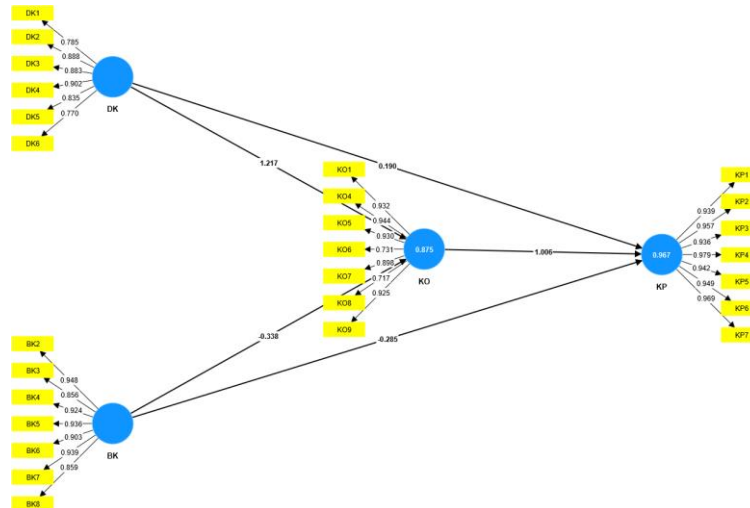


Figure 2: Results of Loading Factor Values

According to Ghazali (2015), an indicator is considered to have a high level of validity if it has a loading factor value greater than 0.70. The loading factor results in the image above show that all indicators have values above 0.70. These results show that all indicators are valid. Next, the Average Variance Extracted (AVE) value was tested. The results of convergent validity testing using AVE are presented in the following table:

Table 1. Results of AVE, Cronbach's Alpha and Composite Reliability values

Variable	AVE	Cronbach's Alpha	Composite Reliability
Work Discipline	0,714	0.921	0.933
Workload	0,828	0.965	0.965
Organizational Commitment	0,762	0.946	0.955
Employee Performance	0,909	0.983	0.984

The recommended AVE value must be >0.50, meaning that 50% or more of the variance of the indicator can be explained by Ghazali (2015). The table above shows that 4 variables provide AVE values > 0.50, so all variables can be said to be valid.

Next, a reliability test analysis was carried out by calculating Cronbach's alpha and composite reliability values. In the first stage, the construct is declared reliable if it has a Composite Reliability value above 0.70. Meanwhile, the next stage of reliability testing is testing Cronbach's Alpha value. A construct is declared reliable if it has a Cronbach's Alpha value above 0.60 (Ghazali, 2015). Based on table 1. above, shows that all variable values in this reliability test, both using Cronbach's Alpha and composite reliability, have values that exceed the standard values, namely Cronbach's Alpha (Standard

value > 0.60) and Composite reliability (Standard value > 0.70). Therefore, it can be concluded that the variables tested are reliable so that structural model testing can be continued.

Structural Model Testing (Inner Model)

In the structural model analysis stage, four things will be analyzed, including R², f² test, Q² test, and t-test.

R-Square values with values of 0.67, 0.33 and 0.19 show strong, moderate and weak modes (Chin, 1998) (Ghazali, 2015).

Table 2. Value of Coefficient Determination (R²)

Latent Variables	R-Square	R-Square Adjusted	Information
Organizational Commitment	0.875	0.870	Kuat
Employee Performance	0.967	0.965	Kuat

The R-Square value of organizational commitment variables is equal to 0.875. This indicates that 87.5% of organizational commitment variables can be influenced by work discipline and workload variables, while 12.5% are influenced by other variables beyond the specified. The R-Square value of employee performance variation is equal to 0.967. This indicates that 96.7% of employee performance variation can be influenced by work discipline, workload and organizational commitment while the remaining 3.3% is influenced by other variables outside those listed.

Next, an effect size test or f² test is carried out to find out the size of the proportion of Eksogen variables to Endogen variables. A value of 0.02 represents "weak", 0.15 represents "middle age", and 0.35 represents "strong" (Ghazali, 2015).

Table 3. Results of Test Effect Size (f²)

Effect	Result	Information
Work Discipline -> Organizational Commitment	0,757	Strong
Work Discipline -> Employee Performance	0,068	Weak
Workload -> Organizational Commitment	0,212	Medium
Workload -> Employee Performance	0,479	Strong
Organizational Commitment -> Employee Performance	0,873	Strong

Based on the results of the f-square test in Table 3 above, it is known that the work discipline variables have a strong impact on organizational commitment variations of around 0.757. This also means that workload variables have a strong impact on employee performance of around 0.479. This also means that organizational commitment variations have a strong impact on employee performance of around 0.873. Variation of workload has an effect size of media in impacting organizational commitment of around 0.212. Meanwhile, the work discipline variable has a weaker effect size in terms of employee performance variation of around 0.068.

Next, a Q-Square (Q^2) test was carried out which aimed to validate the model. Q^2 values of 0.02, 0.15, and 0.35 indicate weak, moderate, and strong modes (Ghazali, 2015).

Table 4. Results of Predictive Relevance Test (Q^2)

Variable	SSO	SSE	Q^2 (=1-SSE/SSO)
Work Discipline	350.000	350.000	
Workload	300.000	300.000	
Organizational Commitment	350.000	123.021	0.649
Employee Performance	350.000	49.116	0.860

Based on the results of the prediction test (Q^2) in Table 4.13, it is known that the value of the Q-Square variation of organizational commitment is 0.649, so the variable of economic activity has a strong prediction of profitability in impregnating the variation of economic activity. While the Q-Square value of the employee's performance variation is around 0.860, then the eksogen variable has a strong predictive value in influencing the eksogen variation.

Next, a hypothesis test or test is carried out to determine whether or not there is an influence of the individual variables on the individual variables. The path coefficient score or inner model indicated by t-statistics, must be above 1.96 for a two-tailed hypothesis for hypothesis testing at an alpha of 5%.

Table 5. Results of Path Coefficient Test, t-Statistics, and P-Value

	Original Sample (O)	t Statistics (\O/STDEV)	P Values	Conclusion
Direct Effect				
X1 -> Y1	1.217	2.814	0.000	H1 Accepted (Positive and Significant)
X2 -> Y1	-0.338	2.287	0.001	H2 Accepted (Negative and Significant)
X1 -> Y2	1.414	3.843	0.000	H3 Accepted (Positive and Significant)
X2 -> Y2	-0.625	2.778	0.000	H4 Accepted (Negative and Significant)
Y1 -> Y2	1.006	3.585	0.000	H5 Accepted (Positive and Significant)
Indirect Effect				
X1 -> Y1 -> Y2	1.224	3.542	0.000	H6 Accepted (Positive and Significant)
X2 -> Y1 -> Y2	-0.340	2.035	0.002	H7 Accepted (Negative and Significant)

The results of the hypothesis test on previous calculations will be explained in more detail in the following discussion.

Hypothesis 1: Work Discipline has a positive and significant effect on the Organizational Commitment

Based on the results of the first hypothesis test in Table 5, it is known that the variation in work discipline on the Organizational Commitment has an original sample value of 1.217, meaning that the direction of the relationship between the Work Discipline and the Organizational Commitment is positive. Meanwhile, the t-statistical value is 2.814 (>1.96) and the p-value is $0.000 < 0.05$. In this way, the work discipline has a positive and significant impact on the organizational commitment of PPSU employees in one of the sub-districts in the West Jakarta region. So, hypothesis H1 in this research is accepted.

The results of this research are supported by previous research carried out by Jahid & Adnyana (2021) which is entitled "Analysis "Of The Effect Of Motivation, Discipline And Job Satisfaction, On Employee Performance With Organizational Commitment As An Intervening Variable". This research proves that the higher the level of employee work discipline, the higher the employee's performance will be.

Hypothesis 2: Workload has a negative and significant effect on the Organizational Commitment

Based on the results of the second hypothesis test in Table 5, it is known that the Workload variable related to the Organizational Commitment has an original value of -0.338, meaning that the direction of the relationship between the Workload and the Organizational Commitment is negative. Meanwhile, the t-statistical value is 2.287 (>1.96) and the p-value is $0.001 < 0.05$. In this way, workload have a negative and significant impact on the organizational commitment of PPSU employees in one of the sub-districts in the West Jakarta region. Thus, the H2 hypothesis in this research is accepted.

The results of this research are supported by previous research carried out by Kadir et al. (2022) entitled "The Influence of Human Resources and the Workload on an Implementation's Performance Through Organizational Commitment in the Implementation of the Scope of the Pare - Pare Community Population Control and Family Planning Services." This research proves that the lower the level of employee workload, the higher the employee's commitment to the organization.

Hypothesis 3: Work Discipline has a positive and significant effect on employee performance

Based on the results of the third hypothesis analysis in table 4.15, it is known that the work discipline on the employee's performance has the original sample value is approximately 1.414, meaning that the direction of the relationship between the work discipline and employee performance is positive. Meanwhile, the t-statistical value is 3.843 (>1.96) and the p-value is $0.000 < 0.05$. In this way, the work discipline has a positive and significant impact on the performance of PPSU employees in one of the sub-districts in the West Jakarta region. Thus, hypothesis H3 in this research is accepted.

The results of this research are supported by previous research carried out by Agustin et al. (2021) with the title "The Effect of Work Discipline and Organizational Culture on The Performance of District Employs in Jember

Regency with Job Satisfaction as Intervening Variable". This research proves that the higher the work discipline, the higher the employee's performance will be.

Hypothesis 4: Workload has a negative and significant effect on employee performance

Based on the results of the fourth hypothesis test in Table 4.15, it is known that the Workload variable on employee performance has an original sample value of -0.625, meaning that the direction of the relationship between Workload and Employee Performance is negative. Meanwhile, the t-statistical value is 2.778 (>1.96) and the p-value is $0.000 < 0.05$. In this way, workload has a negative and significant impact on the performance of PPSU employees in one of the sub-districts in the West Jakarta region. Thus, hypothesis H4 in this research is accepted.

The results of this research are supported by previous research carried out by Malau & Kasmir (2021) with the title "Effect of Workload And Work Discipline On Employee Performance Of PT. XX With Job Satisfaction As Intrvening Variable". This research proves that the lower the level of employee workload, the higher the employee's performance will be.

Hypothesis 5: Organizational Commitment have a positive and significant effect on employee performance

Based on the results of the fifth hypothesis test in Table 4.15, it is known that the variable of the Organizational Commitment on the Employee Performance has the original sample value is equal to 1.006, meaning that the direction of the relationship between the Organizational Commitment and the Employee Performance is Positive. Meanwhile, the t-statistical value is 3.585 (>1.96) and the p-value is $0.000 < 0.05$. With this in mind, organizational commitment has a positive and significant influence on the performance of PPSU employees in one of the sub-districts in the West Jakarta Region. Thus, hypothesis H5 in this research is accepted.

The results of this research are supported by previous research carried out by Çeilk (2020) with the title "The Impact of Organizational Justice and Commitment on Employee Performance: A Foundation of University Case". This research proves that the higher the employee's commitment to the organization, the higher the employee's performance will be.

Hypothesis 6: Work Discipline has a positive and significant influence on employee performance through organizational commitment

Based on the results of the sixth hypothesis analysis in Table 4.15, it is known that work discipline towards employee performance through the organizational commitment has a sample original value of around 1.224, meaning that the direction of the relationship between Work Discipline and Employees Performance through the Organizational Commitment are positive. Meanwhile, the t-statistical value is 3.542 (>1.96) and the p-value is $0.000 < 0.05$. With this aim, the Work Discipline has a positive and significant impact on

Employee Performance through the Organizational Commitment for PPSU employees in one of the sub-districts of the West Jakarta region. Then the results of hypothesized tests for variables work discipline, both directly and indirectly, are significant, and then the organizational commitment variables can be linked to be able to undergo partial changes. So hypothesis H6 in this research is accepted.

The results of this research are supported by previous research carried out by Erawati & Wahyono (2019) with the title "Organizational Commitment Influences in the Work Discipline, Motivation of Work, and Self Efficacy of the Employee Performance". This research proves that organizational commitment can be said to be able to mediate the influence of work discipline on employee performance.

Hypothesis 7: Workload has a negative and significant influence on employee performance through organizational commitment

Based on the results of the seventh hypothesis analysis in Table 4.15, it is known that the Workload variable is related to the Employee Performance through the Organizational Commitment has the original sample value, which is around -0.340, meaning that the direction of the relationship between Workload and Employee Performance through the Organizational Commitment is negative. Meanwhile, the t-statistical value is 2.035 (>1.96) and the p-value is 0.002<0.05. In this way, Workload has a negative and significant influence on the Employee Performance through the Organizational Commitment for PPSU employees in one of the sub-districts of the West Jakarta region. Then the results of hypothesized tests for variables Workload, both directly and indirectly, are significant, and then the organizational commitment variables can be linked to be able to undergo partial changes. So hypothesis H6 in this research is accepted.

The results of this research are supported by previous research carried out by Silaban et al. (2021) with the title "Effect of Workload, Competency, and Career Development on Employee Performance with Organizational Commitment Intervening Variables". This research proves that organizational commitment can be said to be able to mediate the influence of workload on employee performance.

DISCUSSION

The influence of performance on organizational committees, based on the results of Hypothesis 1, it can be known that there is a positive and significant influence of performance on organizational committees. This means that if good performance is included in work discipline, organizational commitment will also increase, and vice versa. This is to the recommendations carried out by Zulkarnaini et al. (2019) which shows that technology has a positive influence on organizational commitment. For this reason, the West Jakarta Regional Sub-district or other agencies must try to improve employee performance to improve organizational commitment.

The influence of workload on organizational commitment, based on the results of Hypothesis 2, it can be known that there is a negative and significant influence of workload on organizational commitment. Facts on the ground show that employee workload is indeed required within certain limits. Employees who have a proportional workload commit to the Sub-District organization. As sub-district operational activities increase, the workload faced by PPSU employees also increases. This has an impact on the decline in commitment which is indicated by the absence or tardiness of PPSU employees which results in additional burdens. This is in line with the refinement carried out by Silaban et al. (2021) which shows that workload has a negative and significant impact on organizational commitment. This is in line with the theoretical theory of workload analysis which states that workload impacts employee commitment, where specific levels of workload are required, and if this increases, it can reduce the performance and commitment of the organization.

The influence of work discipline on employee performance, based on the results of Hypothesis 3, it can be known that there is a positive and significant influence of employee performance on employee performance. This result means that improvements in work discipline can improve the performance of PPSU employees in the Sub-District of West Jakarta Region. This research is consistent with previous research carried out by Alwi & Suhendra (2019) which found that work discipline has a positive and significant influence on employee performance. Employees who have high levels of work discipline will try to comply with all existing regulations in the West Jakarta Regional Sub-District. In addition, employees can also use and maintain the facilities and infrastructure they own; employees can also act and behave according to applicable norms; and employees can produce high productivity. Employees who are discipline will also be responsible and punctual in completing the expected work and have an impact on increasing employee performance.

The influence of workload on organizational commitment, based on the results of Hypothesis 4, it can be known that there is a negative and significant influence of workload on employee performance. Facts in the field show that employee workload has an impact on performance. Employees who have heavy workloads feel that their performance is not optimal. Based on the results of a survey conducted on PPSU employees, additional work is increasingly having an impact on employee workload. This is a problem related to performance. In line with the research carried out by Sudarsih & Supriyadi (2019), which proves that workload has a significant opposing influence on employee performance.

The influence of organizational commitment on employee performance, based on the results of Hypothesis 5, it can be known that there is a positive and significant influence of organizational commitment on employee performance. This means that if organizational commitment is well maintained, employee performance will also increase, and vice versa. This is in line with the policies carried out by Prabowo et al. (2021) which shows that organizational commitment has a positive influence on employee performance. For this reason, the West Jakarta Regional Sub-District or other agencies must try to improve organizational commitment to improve employee performance.

The influence of employee performance on employee performance through organizational commitment, based on the results of Hypothesis 6, it can be seen that there is a positive and significant influence of work discipline on employee performance through organizational commitment. This is in line with the research carried out by Erawati & Wahyono (2019) which proves that organizational commitment can be said to be able to mediate the influence of work discipline on employee performance.

The influence of workload on employee performance through organizational commitment, based on the results of Hypothesis 7, can be seen that there is a negative and significant influence on employee performance through organizational commitment. This is in line with the research carried out by Silaban et al. (2021) which proves that organizational commitment can be said to be able to mediate the influence of workload on employee performance.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the results of the research that has been described, this research is intended to be able to know how to influence "The influence of work discipline and workload on PPSU employee performance with the Organizational Commitment as a Mediation Variable", then the results are described as following:

1. Work Discipline has a positive and significant influence on the Organizational Commitment. This means that the higher the level of work discipline assigned to employees, the higher the employee's organizational commitment, or vice versa.
2. Workload has a negative and significant influence on the Organizational Commitment. This means that the higher the workload placed on employees, the lower the employee's organizational commitment, or vice versa.
3. Work Discipline has a positive and significant influence on employee performance. This means that the higher the level of work discipline assigned to employees, the higher the employee's performance will be, or vice versa.
4. Workload has a negative and significant influence on employee performance. This means that the higher the workload placed on employees, the lower the performance of employees, or vice versa.
5. Organizational Commitment have a positive and significant influence on employee performance. This means that the higher the organizational commitment given to employees, the greater the employee performance will be, or vice versa.
6. Work Discipline has a positive and significant influence on employee performance through the Organizational Commitment. This statement means that organizational commitment is positively and significantly capable of mediating the relationship work discipline between employee performance.
7. The workload has a negative and significant influence on employee performance through the Organizational Commitment. This statement

means that organizational commitment is negatively and significantly able to mediating the relationship workload between employee performance.

Recommendation

Based on the conclusions obtained from this research, the recommendation given are as follows:

1. Work Discipline
 - a. In enforcing discipline on employees, the Subdistrict should make sanctions that are firm and capable of providing a deterrent effect, and do not forget to always create an agenda for evaluation within certain periods so that the level of discipline for employees can be obeyed and followed according to existing procedures.
 - b. Can increase employee accuracy in coming to and from work. An example of what can be done is updating the attendance system by using a digital attendance system like finger print, so that employees who arrive late are clearly recorded.
2. Workload
 - a. In order to maintain the same workload for employees in terms of dividing job descriptions, where the tasks given to employees are in accordance with the job description, so that their work results can be maximized.
 - b. Can minimize work deadline demands, so that employees can have time to complete their work optimally.
3. Organizational Commitment
 - a. In order to maintain the same organizational commitment in terms of providing positive values to employees about the company so that employees continue to feel proud to work in the Village. This can also be done by fostering employees' love for the agency and helping to create an atmosphere that makes employees feel happy and comfortable at work. The role of superiors is very necessary to shape the values that exist in the company and guide employees.
 - b. Employees feel they have no responsibility if an employee resigns from the Village. This can be caused by a lack of employee involvement in work. It is recommended that the Subdistrict can increase employee work involvement by fostering responsibility towards employees for their work and making employees feel part of the company so that various deviations and losses in the future can be avoided.

FURTHR STUDY

Apart from the fact that this research has been designed and implemented by scientific protocols, this research has the following limitations.

1. This research can be used as a basis for carrying out further research, including "Influence of Work Discipline and Workload on Employee Performance with Organizational Commitment as Mediating Variable" with indicators as well as the objects being expanded. Further performance should include other factors that can influence employee performance

because if employee performance is good it will have an impact on the organization/company.

2. Further research can also use different analysis methods and can be carried out with a wider population and sample.

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