



The Effect of Work Discipline and Workload on Employee Performance with Organizational Commitment as a Mediation Variable in the Municipality of Pangkalpinang – Bangka

Farida Elmi^{1*}, Lia Amalia², Setyo Riyanto³, Novia Nila Sutarman⁴, Novita⁵

^{1,3,4,5} Universitas Mercu Buana, Jakarta, Indonesia

² Universitas Esa Unggul, Jakarta, Indonesia

(*). Corresponden Author: farida.elmi@mercubuana.ac.id

Article Info:

Abstract

Keywords:

Work Discipline;
Workload;
Organizational Commitment;
Employee Performance;

This research is motivated by an agency that often only demands high performance from employees, without looking at the fundamental factors that influence performance, such as Discipline, Workload and Organizational Commitment. This type of research is quantitative research which aims to test hypotheses about the influence of independent variables on dependent variables in Pangkalpinang Municipality. The research uses SmartPLS 4 in processing data. From the results of this research, 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.

Article History:

Received : 14-08-2024

Revised : 29-08-2024

Accepted : 31-08-2024

Article DOI :

<http://dx.doi.org/>

How to cite : Elmi, F., Amalia, L., Riyanto, S., Sutarman, N. N., & Novita. (2024). The Influence of Work Discipline and Workload on Employee Performance with Organizational Commitment as a Mediating Variable in the Municipality of Pangkalpinang - Bangka. *Social and Economic Bulletin*, 1(2), 81-92. <https://ejournal.bacadulu.net/index.php/sebi/article/view/45>



This work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/). Any further distribution of this work must maintain attribution to the author(s) and the title of the work, journal citation and DOI.

Published under licence by Bacadulu.net Publisher.

INTRODUCTION

Human Resources (HR) occupies an important position in efforts to achieve planned organizational goals. Therefore, the efforts made by the organization to maintain its survival or growth are increasingly dependent on the management of its human resources.

An agency often only demands high performance from employees, without looking at the influencing factors. In fact, fundamental factors in supporting performance, such as

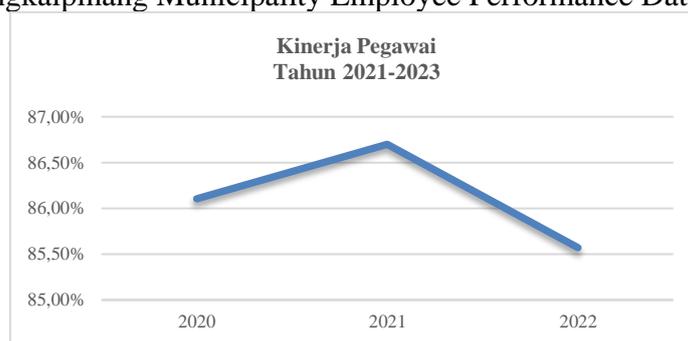
competence, work discipline and work environment must also be considered for the sake of increasing employee productivity.

These municipal employees are expected to be able to carry out their duties and provide excellent service to the community according to the scope of their duties, especially in the Pangkalpinang Municipality, for this reason a recruitment process is needed in accordance with the requirements, procedures and provisions that have been set so that it is hoped that output can be produced in the form of qualified employees to be able to provide services and produce optimal outcomes for the community.

Pangkalpinang is the capital of the Bangka Belitung Islands Province which has a total area of + 104,405 km², the area of Pangkalpinang City is relatively small, which is only 0.72 percent of the total land area of the Bangka Belitung Islands Province. In accordance with the Regional Regulation of Pangkalpinang City Number 02 of 2011 concerning the Expansion of Villages and the formation of Districts in the Pangkalpinang City Area, Pangkalpinang City is divided into 7 sub-districts and 42 sub-districts.

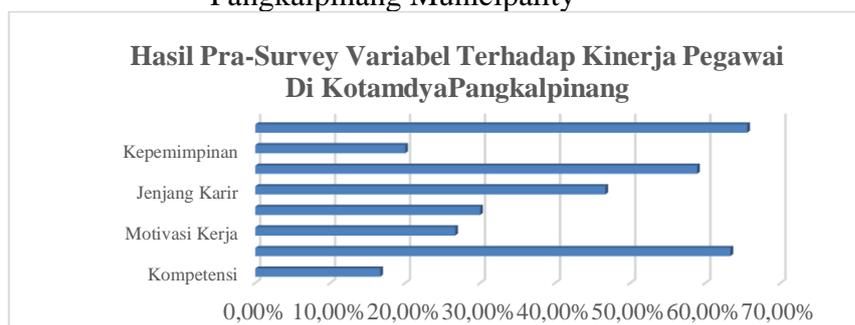
The performance of employees in the Pangkal Pinang Municipality is still not optimal, this can be seen by the fact that there are still employees who do not arrive on time, submit reports on the implementation of activities late, and abuse working time. In addition, the performance of employees who are not optimal is also evidenced by the following employee performance data in 2021-2023.

Figure 1. Pangkalpinang Municipality Employee Performance Data in 2021-2023



The performance of employees who are not optimal can be caused by several factors. According to Cashmere (2016) There are several factors that can affect employee performance, namely: abilities and expertise; knowledge; work plan; personality; work motivation; leadership and leadership style; organizational culture; job satisfaction; work environment; Loyalty; commitment; work discipline; and workload. Based on this explanation, it can be seen that there are 13 factors that can affect employee performance. To be more specific and accurate, the researcher conducted a pre-survey of 30 respondents to detect what factors can affect employee performance in the Pangkalpinang Municipality.

Figure 2. Results of Pre-Survey of Variables on Employee Performance in Pangkalpinang Municipality



From the pre-survey results presented in the Figure above, an overview of the variables that according to the respondents can affect Employee Performance, while the respondents' perceptions related to the things that can most affect Employee Performance include Work Discipline at 63.33%, Workload at 58.89%, and Organizational Commitment at 65.56%.

Employee performance can be measured by how many targets can be achieved, how much achievement is achieved, and the ability to complete the work in the company. According to Widarto et al. (2022) To improve employee performance in providing services, discipline and appropriate workload are needed from employees because discipline and workload in accordance with their competencies will make it easier to achieve organizational goals. In addition, employees who are disciplined, and have a workload that is in accordance with their competencies will have good performance in terms of always thinking, working hard, being disciplined, honest, loyal, and full of dedication. So that the percentage shown illustrates the possibility of a decline in employee performance in the Pangkalpinang Municipality due to a lack of work discipline, inappropriate workload and a decrease in organizational commitment.

Based on the data that has been described on the pre-survey and secondary data regarding employee performance assessment in Pangkalpinang, it can be seen that related to discipline, workload and organizational commitment in the Municipality of Pangkalpinang are still not fully implemented optimally. According to the results of previous research conducted by Agustin et al. (2021); Rifani & Mz (2022) showed that work discipline has a positive and significant effect on employee performance, which means that the more work discipline increases, the more employee performance will also increase significantly. Different results conducted by Widarto et al. (2022); Muna & Isnowati. (2022) which states that work discipline has no effect on employee performance, which means that the discipline or indiscipline of an employee has no effect on the performance of the employee himself. Then, research conducted by Malau & Kasmir (2021); Sudarsih & Supriyadi (2019) showed that workload has a negative and significant effect on employee performance. This result means that the higher the employee workload, the lower the employee's performance. The results are different from the research of Muga & Rihardjo (2022); Juniati (2018) which stated that workload does not have a significant effect on employee performance, which means that the high and low workload felt by employees will not affect employee performance.

Some of the studies above show that there is a research gap that allows mediation, in this study what mediates is organizational commitment. Jahid & Adnyana (2021) stated that work discipline has a positive and significant effect on organizational commitment. Then, the research of Silaban et al. (2021) shows that workload has a negative and

significant effect on organizational commitment. Meanwhile, different results were found by Supiati (2021) who stated that work discipline had no effect on organizational commitment, and Zulkarnaini et al. (2019) who stated that workload had no effect on organizational commitment.

The results of previous studies showed inconsistent results between one researcher and another, so the researcher was interested in re-testing the employee performance model by placing the variable of organizational commitment as the mediating variable, as well as work discipline and workload as independent variables or those that directly affect employee performance. Based on the phenomenon that occurred and the comparison with previous research on work discipline and workload, employee performance and organizational commitment, it can be seen that there is a difference in research (gap research), where in addition to different results and the limitations of the problem so that the discussion in this study becomes more focused, the scope of the research becomes clear and directed to the target. Therefore, it is very interesting to conduct a study with the title "**The Influence of Work Discipline and Workload on Employee Performance with Organizational Commitment as a Mediation Variable in the Municipality of Pangkalpinang – Bangka**".

METHODS

This type of research is a quantitative research that aims to test the hypothesis about the influence of independent variables (work discipline, workload, and organizational commitment) on dependent variables (employee performance) in the Municipality of Pangkalpinang.

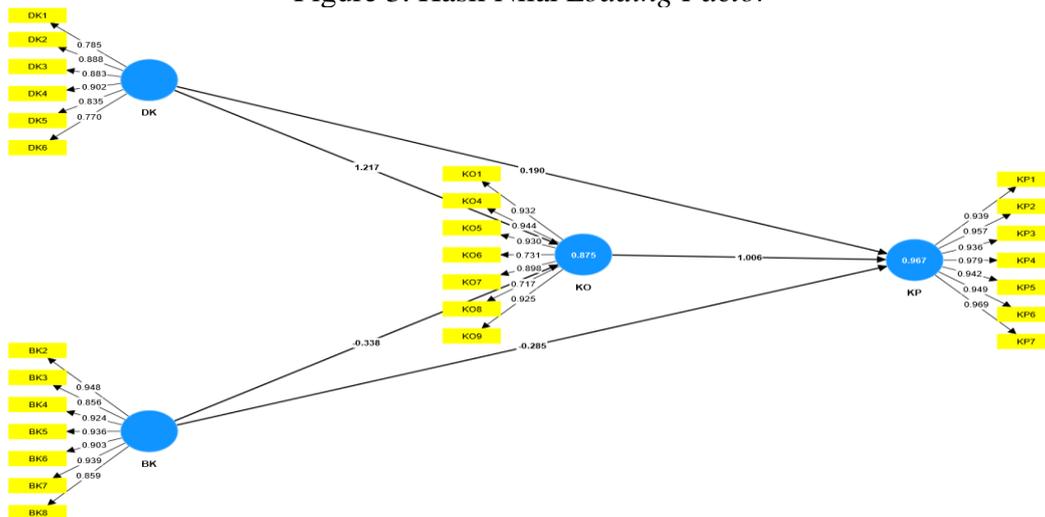
This study uses a saturated sampling technique with a total of 100 respondents who meet the research requirements. The data analysis method used to investigate the core research questions and propose hypotheses to be tested in this study is Structural Equation Modelling (SEM) - Partial Least Square (PLS) with the application used is SmartPLS 4.

RESULT AND DISCUSSION

Measurement Model Testing (*Outer Model*)

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

Figure 3. Hasil Nilai Loading Factor



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 results of the loading factor in the figure above show that all indicators have values above 0.70. This result shows that all indicators are valid. Next, a value test was carried out *Average Variance Extracted* (AVE). The results of convergence validity testing using AVE are presented in the following table:

Table 1. Hasil Nilai AVE, *Cronbach's Alpha*, dan *Composite Reliability*

Variable	AVE	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>
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 should be >0.50 , meaning that 50% or more of the variants of the indicator can be explained - Ghazali (2015). In the table above, it shows that 4 variables give an AVE value > 0.50 , so all variables can be said to be valid.

Furthermore, a reliability test analysis was carried out by calculating the value of *cronbach's alpha* and *composite reliability*. In the first stage, the construct is declared reliable if it has a value of *Composite Reliability* above 0.70. Meanwhile, the next stage of reliability testing is the *Cronbach's Alpha* value test. A construct is declared reliable if it has a value of *Cronbach's Alpha* above 0.60 (Ghazali, 2015). Based on table 1. above, shows that all the variable values in this reliability test are good using *Cronbach's Alpha* And *composite reliability* has a value that exceeds the standard value, 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 they can be continued to test the structural model.

Testing the Structural Model (*Inner Model*)

In the analysis stage of the structural model (*inner model*), there are four things that will be analyzed, including: R2, F2 test, Q2 test, and t test.

R-Square values of 0.67, 0.33 and 0.19 show a strong, moderate and weak model

(Chin, 1998) in (Ghazali, 2015).

Table 2. Determination Coefficient Value (R²)

Leave it variable	R-Square	R-Square Adjusted	Information
Organizational Commitment	0.875	0.870	Strong
Employee Performance	0.967	0.965	Strong

The R-Square value in the organizational commitment variable is 0.875, which shows that 87.5% of the organizational commitment variables can be influenced by the variables of work discipline and workload, while 12.5% are influenced by other variables outside the researched. Then the R-Square value of the employee performance variable is 0.967, this shows that 96.7% of employee performance variables can be influenced by the variables of work discipline, workload and organizational commitment while the remaining 3.3% is influenced by other variables outside the researched.

Next, an effect size test or F2 test to determine the proportion of exogenous variable variants to endogenous variables. A value of 0.02 represents "weak", 0.15 represents "medium", and 0.35 represents "strong" (Ghazali, 2015).

Table 3. Hasil Uji *Effect Size* (f²)

Influence	Result	Information
Work Discipline-> Organizational Commitment	0,757	Strong
Work Discipline -> Employee Performance	0,068	Lemah
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 variable has a strong effect size in influencing the organizational commitment variable of 0.757. Likewise, the workload variable has a strong effect size in influencing employee performance of 0.479. Likewise, the variable of organizational commitment has a strong *effect size* in influencing employee performance of 0.873. The workload variable has a medium effect size in influencing organizational commitment of 0.212. Meanwhile, the work discipline variable has a weak effect size in affecting the employee performance variable of 0.068.

Next, the *Q-Square* (Q²) which aims to validate the model. Q² values of 0.02, 0.15, and 0.35 indicate weak, moderate, and strong models (Ghazali, 2015).

Table 4. Hasil Uji *Predictive Relevance* (Q²)

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 *predictive relevance* (Q²) test in table 4.13, it is known that the Q-Square value of the organization commitment variable is 0.649, so the exogenous variable has strong *predictive relevance* in predicting the exogenous variable.

While the Q-Square value of the employee performance variable is 0.860, the exogenous variable has strong *predictive relevance* in predicting the exogenous variable.

Furthermore, a hypothesis test or t-test is carried out to test the existence and absence of the influence of independent variables on dependent variables. The score of the path coefficient or inner model indicated by t-statistics, must be above 1.96 for the *two-tailed* hypothesis for hypothesis testing at alpha 5%.

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

	<i>Original Sample (O)</i>	<i>T Statistics ((O/STDEV)</i>	<i>P Values</i>	<i>Conclusion</i>	
<i>Direct Effect</i>					
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)
<i>Indirect Effect</i>					
XI -> 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 testing in the previous calculations will be explained in more detail in the following discussion.

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

Based on the results of the first hypothesis test in table 5, it is known that the variable of Work Discipline to Organizational Commitment has an *original sample value* of 1.217, meaning that the direction of the relationship between Work Discipline and Organizational Commitment is Positive. Meanwhile, *the t-statistic* value is 2.814 (>1.96) and *the p-value* is 0.000<0.05. Thus, work discipline has a positive and significant effect on the commitment of employee organizations in the Municipality of Pangkalpinang. Thus, the H1 hypothesis in this study is accepted.

The results of this study are supported by previous research conducted by Jahid & Adnyana (2021) entitled Analysis "Of The Effect Of Motivation, Discipline And Job Satisfaction, On Employee Performance With Organizational Commitment As An Intervening Variable". The research proves that the smaller the level of employee workload, the higher the performance of the employee.

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

Based on the results of the first hypothesis test in table 5, it is known that the Workload variable on Organizational Commitment has an *original sample value* of -0.338, meaning that the direction of the relationship between Workload and Organizational Commitment is Negative. Meanwhile, the *t-statistic* value is 3.843 (>1.96) and *the p-value* is 0.001<0.05. Thus, the workload has a negative and significant

effect on the commitment of employee organizations in the Municipality of Pangkalpinang. Thus, the H2 hypothesis in this study is accepted.

The results of this study are supported by previous research conducted by Kadir et al. (2022) which is titled "*The Influence of Human Resources Competence and the workload on an employee's performance Through Organizational Commitment in the Employee Scope of the Parepare City Population Control and Family Planning Service*". The research proves that the smaller the level of workload of the employees, the higher the commitment of employees to their organization.

Hypothesis 3: Work Discipline has a positive and significant effect on Employee Performance

Based on the results of the first hypothesis test in table 4.15, it is known that the variable of Work Discipline on Employee Performance has an *original sample value* of 0.190, meaning that the direction of the relationship between Work Discipline and Organizational Commitment is Positive. Meanwhile, *the t-statistic* value is 2.287 (>1.96) and the *p-value* is $0.000 < 0.05$. Thus, work discipline has a positive and significant effect on employee performance in the Pangkalpinang Municipality. Thus, the H3 hypothesis in this study is accepted.

The results of this study are supported by previous research conducted by Agustin et al. (2021) with the title "*The Effect of Work Discipline and Organizational Culture on The Performance of District Employees in Jember Regency with Job Satisfaction as Intervening Variable*". The research proves that the higher the work discipline of the employees, the higher the performance of the employees.

Hypothesis 4: Workload has a negative and significant effect on Employee Performance

Based on the results of the first hypothesis test in table 4.15, it is known that the Workload variable on Employee Performance has an *original sample value* of -0.285, meaning that the direction of the relationship between Workload and Employee Performance is Negative. Meanwhile, *the t-statistic* value was 2.778 (>1.96) and the *p-value* was $0.000 < 0.05$. Thus, the workload has a negative and significant effect on employee performance in the Pangkalpinang Municipality. Thus, the H4 hypothesis in this study is accepted.

The results of this study are supported by previous research conducted by Malau & Cashmere (2021) with the title "*Effect of Workload And Work Discipline On Employee Performance Of PT. XX With Job Satisfaction As Intervening Variable*". The research proves that the smaller the level of employee workload, the higher the performance of the employee.

Hypothesis 5: Organizational Commitment has a positive and significant effect on Employee Performance

Based on the results of the first hypothesis test in table 4.15, it is known that the variable of Organizational Commitment to Employee Performance has an *original sample value* of 1.006, meaning that the direction of the relationship between Organizational Commitment and Employee Performance is Positive. Meanwhile, *the t-statistic* value is 3.585 (>1.96) and the *p-value* is $0.000 < 0.05$. Thus, organizational commitment has a positive and significant effect on employee performance in the Pangkalpinang Municipality. Thus, the H4 hypothesis in this study is accepted.

The results of this study are supported by previous research conducted by Çelîk

(2020) with the title "*The Impact of Organizational Justice and Commitment on Employee Performance: A Foundation University Case*". The research proves that the higher the commitment of employees to their organization, the higher the performance of their employees.

Hypothesis 6: Work Discipline has a positive and significant effect on Employee Performance through Organizational Commitment

Based on the results of the first hypothesis test in table 4.15, it is known that the variable of Work Discipline on Employee Performance through Organizational Commitment has an *original sample value* of 1.224, meaning that the direction of the relationship between Work Discipline and Employee Performance through Organizational Commitment is positive. Meanwhile, *the t-statistic* value is 3.542 (>1.96) and *the p-value* is $0.000 < 0.05$. Thus, Work Discipline has a positive and significant effect on Employee Performance through Organizational Commitment to employees in the Municipality of Pangkalpinang. Then the results of the hypothesis test for the work discipline variable, either directly or indirectly, are significant, so the organizational commitment variable can be said to be able to mediate partially. So that the H6 hypothesis in this study is accepted.

The results of this study are supported by previous research conducted by Erawati & Wahyono (2019) with the title "The Role of Organizational Commitment in Mediating the Influence of Work Discipline, Work Motivation, and *Self Efficacy* on employee performance". The study proves that Organizational commitment is able to mediate the influence of work discipline on employee performance.

Hypothesis 7: Workload has a negative and significant effect on Employee Performance through Organizational Commitment

Based on the results of the first hypothesis test in table 4.15, it is known that the Workload variable on Employee Performance through Organizational Commitment has an *original sample value* of -0.340, meaning that the direction of the relationship between Workload and Employee Performance through Organizational Commitment is negative. Meanwhile, *the t-statistic* value is 2.035 (>1.96) and *the p-value* is $0.002 < 0.05$. Thus, Workload has a negative and significant effect on Employee Performance through Organizational Commitment to employees in the Municipality of Pangkalpinang. Then the results of the hypothesis test for the work discipline variable, either directly or indirectly, are significant, so the organizational commitment variable can be said to be able to mediate partially. So that the H6 hypothesis in this study is accepted.

The results of this study are supported by previous research conducted by Silaban et al. (2021) with the title "*Effect of Workload, Competency, and Career Development on Employee Performance with Organizational Commitment Intervening Variables*". The study proves that Organizational commitment is able to mediate the influence of work discipline on employee performance.

CONCLUSION AND SUGGESTION

Conclusion

Based on the results of the research that has been described, this study is intended to be able to find out how "The Influence of Work Discipline and Workload on Employee Performance with Organizational Commitment as a Mediation Variable", the results are

obtained as follows:

1. Work Discipline has a positive and significant effect on Organizational Commitment. This means that the higher the work discipline applied to employees, the higher the commitment of the employee organization, or vice versa.
2. Workload has a negative and significant effect on Organizational Commitment. This means that the higher the workload given to employees, the lower the commitment of the employee organization, or vice versa.
3. Work Discipline has a positive and significant effect on Employee Performance. This means that the higher the work discipline applied to employees, the higher the employee's performance, or vice versa.
4. Workload has a negative and significant effect on Employee Performance. This means that the higher the workload given to employees, the lower the employee's performance, or vice versa.
5. Organizational Commitment has a positive and significant effect on Employee Performance. This means that the higher the organization's commitment to employees, the higher the performance of its employees, or vice versa.
6. Work Discipline has a positive and significant effect on Employee Performance through Organizational Commitment. This statement means that organizational commitment is positively and significantly able to mediate the relationship between work discipline and employee performance.
7. Workload has a negative and significant effect on Employee Performance through Organizational Commitment. This statement means that organizational commitment is negatively and significantly able to mediate the workload relationship to employee performance.

Suggestion

1. The R-Square value of the employee performance variable is 0.967, this shows that 96.7% of employee performance variables can be influenced by the variables of work discipline, workload and organizational commitment while the remaining 3.3% are influenced by other variables outside the research, so for further research should add other factors or variables that can affect employee performance, because the better the employee performance, the more influential it will be for the organization/company.
2. The number of population and sample in this study is only in a small scope, namely consisting of 50 respondents, so that researchers can then use different analysis methods and can be carried out with a wider population and sample.

REFERENCE

- Agustin, C. S., Tobing, D. S. K., & Komariyah, S. (2021). Himalayan Economics and Business Management The Effect of Work Discipline and Organizational Culture on the Performance of District Employees in Jember Regency with Job Satisfaction as Intervening Variable. *Himalayan Journals Economics and Business Management*, 2(5), 92–96. <https://doi.org/10.47310/Hjebm.2021.v02i05.013>
- Alwi, A., & Suhendra, I. (2019). The Effect of Work Discipline and Workload on Employee Performance with Job Satisfaction as an Intervening Variable (Case Study on Bappeda Banten Province). *Journal of Business Research and*

Management Tirtayasa (JRBM), 3(1), 72–93.
<http://jurnal.untirta.ac.id/index.php/JRBM>

- Çelîk, İ. E. (2020). The Impact of Organizational Justice and Commitment on Employee Performance : A Foundation University Case. *Business Management Dynamics*, 10(05), 13–24.
- Erawati, A., & Wahyono. (2019). The Role of Organizational Commitment in Mediating the Influence of Work Discipline, Work Motivation, and Self Efficacy on Employee Performance. *Economic Education Analysis Journal (EEAJ)*, 8(1), 288–301. <http://journal.unnes.ac.id/sju/index.php/eeaj>
- Ghazali, I. (2015). *Partial Least Squares Engineering Concepts and Applications with Smart PLS 3.0 Program*. Diponegoro University, Semarang.
- Hair, et al. (2014). *Multivariate Data Analysis* (New Intern). Pearson.
- Hasibuan, M. S. P. (2014). *Human Resource Management* (14th ed.). Bumi Aksara.
- Jahid, I. A., & Adnyana, I. M. (2021). Analysis of The Effect of Motivation, Discipline and Job Satisfaction, on Employee Performance With Organizational Commitment As An Intervening Variable. *International Journal of Social Service and Research*, 1(2), 82–98. <https://doi.org/10.46799/ijssr.v1i2.23>
- Kadir, M., Maupa, H., & Sobarsyah. (2022). The Influence of Human Resources Competence and The Workload on an Employee's Performance Through Organizational Commitment in The Employee Scope of The Parepare City PPopulation Control and Family Planning Service. *Hasanuddin Journal of Applied Business and Entrepreneurship (HJABE)*, 5(1), 12–25. <https://feb.unhas.ac.id/jurnal/index.php/hjabe/article/view/506%0Ahttps://feb.unhas.ac.id/jurnal/index.php/hjabe/article/download/506/400>
- Malau, T. S., & Kasmir, K. (2021). Effect of Workload and Work Discipline on Employee Performance of Pt. Xx With Job Satisfaction As Intervening Variable. *Dinasti International Journal of Digital Business Management*, 2(5), 909–922. <https://doi.org/10.31933/dijdbm.v2i5.896>
- Prabowo, R. H., R, W. F., & Hidayah, S. (2021). The Effect of Organizational Commitment and Work Discipline on Employee Performance with Work Motivation as a Mediation Variable at the Regional Office of the Ministry of Religion of Central Java Province. *Journal of Management Economics and Accounting*, 28(50), 40–56.
- Robbins, P. S., & Judge, T. A. (2017). *Organizational Behavior* (16th ed.). Salemba Four.
- Silaban, R. L., Handaru, A. W., & Saptono, A. (2021). Effect of Workload, Competency, and Career Development on Employee Performance with Organizational Commitment Intervening Variables. *The International Journal of Social Sciences World*, 3(1), 294–311. <https://doi.org/10.5281/zenodo.5091470>

Sinambela. (2016). *Human Resource Management*. PT. Bumi Aksara.

Sudarsih, & Supriyadi. (2019). The Role of Workload and Work Discipline in Improving Job Satisfaction and Performance of Outsourcing Employees. *International Journal of Scientific Research and Management*, 7(10), 1375–1383. <https://doi.org/10.18535/ijprm/v7i10.em03>

Zulkarnaini, Ichsan, & Ratna. (2019). The Effect of Work Discipline, Workload, and Performance Allowances on the Performance of Employees of the Central Statistics Agency (BPS) of Regencies/Cities in Aceh Province with Organizational Commitment as an Intervening Variable. *Journal of Indonesia Management*, 4(1), 45–51.