

## The Mediating Role of Organizational Commitment in Relationship between Workload and Compensation on Employee Performance

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### ABSTRAK

Perusahaan migas di wilayah kota Bojonegoro, Jawa Timur sedang memasuki masa persaingan bisnis yang sangat kompetitif. Salah satu upaya efisiensi yang dilakukan perusahaan adalah dengan mempekerjakan tenaga kerja seminimal mungkin namun tetap memberikan kontribusi yang maksimal sesuai target perusahaan. Penelitian ini bertujuan untuk mengetahui pengaruh variabel beban kerja dan variabel kompensasi yang berdampak terhadap kinerja karyawan dengan komitmen organisasi sebagai variabel intervening. Jenis penelitian yang digunakan adalah penelitian kuantitatif dengan populasi dalam penelitian ini seluruh karyawan yang berjumlah 33 orang. Teknik pengambilan sampel dalam penelitian ini menggunakan data kuesioner sampling jenuh. Metode analisis data menggunakan Path Analysis dengan menggunakan aplikasi Smart PLS versi 3. Hasil penelitian menunjukkan bahwa Beban Kerja ( $X_1$ ) mempunyai pengaruh negatif terhadap Kinerja Pegawai ( $Y$ ), Kompensasi ( $X_2$ ) mempunyai pengaruh tidak signifikan terhadap Kinerja Pegawai ( $Y$ ), Beban Kerja ( $X_1$ ) mempunyai pengaruh negatif terhadap Komitmen Organisasi ( $Z$ ), Kompensasi ( $X_2$ ) berpengaruh terhadap Komitmen Organisasi ( $Z$ ) dan Komitmen Organisasi ( $Z$ ) berpengaruh terhadap Kinerja Pegawai ( $Y$ ).

**Kata Kunci:** Beban Kerja, Kompensasi, Komitmen Organisasi, Kinerja Pegawai.

### ABSTRACT

Oil and gas companies in the Bojonegoro city area, East Java are entering a period of very competitive business. One of the efficiency efforts carried out by the company is to employ the minimum number of workers possible but still provide maximum contribution according to the company's targets. This research aims to determine the influence of workload variables and compensation variables which have an impact on employee performance with organizational commitment as an intervening variable. The type of research used is quantitative research with the population in this research being all 33 employees. The sampling technique in this research used saturated sampling questionnaire data. The data analysis method uses Path Analysis using the Smart PLS version 3 application. The research shows that Workload ( $X_1$ ) has a negative influence on Employee Performance ( $Y$ ), Compensation ( $X_2$ ) has insignificant influence on Employee Performance ( $Y$ ), Workload ( $X_1$ ) has a negative influence on Organizational Commitment ( $Z$ ), Compensation ( $X_2$ ) influences Organizational Commitment ( $Z$ ) and Organizational Commitment ( $Z$ ) influences Employee Performance ( $Y$ ).

**Key words:** Workload, Compensation, Organizational Commitment, Employee Performance.

## **INTRODUCTION**

Performance is the result of work that's reflected within the quality and amount accomplished by employees in carrying out their role in understanding with their obligations. Employee performance is known to be affected by a few variables, beginning from organizational commitment, compensation and workload concurring.

Performance issues cannot be isolated from handle, comes about and ease of use. In this case, performance is the result accomplished by an employee in terms of quality and amount of work. The comes about of a person's work will give input to himself, keeping him propelled to do the work well at all times, and is anticipated to create high quality work. Performance surveys can moreover be utilized as a benchmark that can be utilized to evaluate the level of work inspiration of the worker concerned in carrying out the workload arranged by the company and commitment to the organization.

In association with work commitment which is thought to have an influence on employee performance, it is expressed that workers who have organizational commitment will proceed to outlive and after that be included in endeavors to battle for the vision, mission and objectives of the organization so that it is fitting that each organization trusts to attain competitive advantage through the back of employee commitment to the organization. Commitment to an organization incorporates three states of mind: (a) a sense of acknowledgment of the organization's objectives, (b) a feeling of inclusion in organizational assignments, and (c) a feeling of devotion to the organization. Commitment is characterized as a solid crave to stay a part of an organization. This crave is illustrated by submitting all endeavors on sake of the organization with a conviction, acknowledgment of the values and objectives of a specific

organization. This organizational commitment is illustrated by employees' nonstop devotion to the organization for the victory and welfare of the organization.

In later a long time, the requests of competition within the trade world, particularly in oil and gas companies within Bojonegoro city, have attempted to make strides their trade performance through compelling and proficient organizational preparing. Competition within the trade world between companies implies that companies must concentrate on an arrangement of forms or exercises in making items and administrations that are related to their fundamental potential. In a commerce climate where competition is progressively tight, companies are certainly making generation taken a cost efficiency. One of the efforts made is to utilize the least number of laborers conceivable to supply most extreme commitment concurring to the company's targets.

The condition that the author wants to examine is a change in the level of performance of employees in the sulfur production processing unit, where in this unit the operation is handed over to a group or employees in one department who already have the competence to operate. From last year's production data, it was found that sulfur production results experienced quite significant differences from the weekly average produced by each shift or work team from the predetermined target of 12 tons. The work team here is divided into three groups, each group consisting of 11 people and has a work schedule of seven days working in the morning for 12 hours, seven days working in the evening for 12 hours and seven days for rest or holidays.

Agreeing to Risambessy (2022) the requests of shift work frequently cause weariness for workers due to intemperate workload. Intemperate workload and as well small workload can influence employee performance. Purba et al. (2022) the workers will have high execution in case the affect

variables can be met appropriately. These variables incorporate compensation, competency and workload. Compensation gives an individual extra vitality to require activity to attain an objective that has been focused on by the company. Recompense is characterized as everything a specialist gets as compensation for his commitment to the company. Compensation can be an inspiration for a worker to undertake to supply great work comes about and to move forward his execution in case the stipend given by the company is right on target and can meet the worker's needs and wants. The results of their research show that compensation has a positive and significant impact on employee performance. Workload has no influence on employee performance. So, it can be concluded that compensation is accepted, and workload is rejected. Meanwhile, according to Nasrul et al. (2021) compensation has a positive and insignificant influence on employee performance.

In previous research according to Nuraini and Anah (2022) workload has no partial influence on employee performance and compensation has a partial influence on employee performance during the pandemic. Workload and compensation simultaneously influence employee performance during the pandemic. In line with the opinion of Junadi and Qamaruddin (2022) that workload does not have a significant influence on performance. The absence of this significant influence means that a high workload can reduce employee performance. Likewise, with Kristanto et al. (2023), workload and organizational commitment do not have a significant influence on performance and workload indirectly through organizational commitment as an intervening variable does not have a significant influence on performance. The same results were shown in the research results of Purwanto et al. (2021) where organizational commitment had no significant influence on performance variables.

Based on the description above, the author is interested in studying and finding out more deeply about how much influence workload and compensation have on the performance of employees who work in the Banyu Urip field, Bojonegoro City with organizational commitment as an intervening variable. From the results of this hypothesis research, the author is to be able to provide input to management to be able to develop the potential of workers and improve performance through providing appropriate workload and compensation.

### **Literature Review** **Employee Performance**

Concurring to Robbins (2013) employee performance is the result of work carried out by a person or gather that contributes to making a difference the company's advancement and progress. There are a few indicators that can be utilized as rules for measuring and surveying great employee performance within the company. These performance indicators are an instrument to measure the extent of employee performance accomplishments. Concurring to him, the following indicators for measuring employee performance are: Quality of work, work quality is measured by employee perceptions of the work delivered. This pointer can too be seen from the quality of work completion, whether the comes about are great or not. Work quality can too be related to the term of completion of work doled out to employees. This implies that you just can degree how workers can total their work rapidly and on time agreeing to company controls.

On the other hand, quality can moreover be evaluated based on execution mistakes and client criticism from the employee. Work Quantity, work amount is an evaluation related to the sum that the worker is able to create or total. The sum in execution can be communicated in a few terms such as the number of units or the number of movement cycles created each day. Timeliness, what is implied by convenience in measuring worker execution is exercises that are effectively completed at the starting of time seen from the viewpoint of coordination with output results.

Promptness is additionally related to how employees maximize the time accessible for other exercises, for case productivity and convenience for carrying out handovers with another work group. Effectiveness, adequacy is related to the level of utilize of organizational assets (vitality, cash, innovation, crude materials) which is maximized with the point of expanding the results of each unit within the utilize of assets. Independence, autonomy in this assessment can be measured from the level an employee will be able to carry out their work capacities. Agrees with Mangkunegara (2017) that performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

### **Workload**

Workload is the amount of work that must be carried by a position/organizational unit and is the product of work volume and time norms. If the worker's abilities are higher than the job demands, feelings of boredom will arise. However, on the contrary, if the worker's abilities are lower than the demands of the job, more fatigue will appear.

Measuring the high and low workload incorporates two viewpoints, to be specific amount work and speed. The amount of intemperate workload and as well small workload could be a stress generator. Concurring to Munandar (2014), there are 5 workload markers, specifically: Physical workload, to be specific workload that has an influence on wellbeing issues such as the body's physiological framework, heart, respiratory and tangible organs in a person's body caused by work conditions. Physiological physical workload is work that requires physical energy from human muscles as a source of vitality and energy utilization is the most figure utilized as a benchmark to decide how overwhelming or light a work is. Biomechanics is human physical quality which incorporates human physical quality or control when working and considering how to work and gear must be planned to suit

human physical capacities when carrying out these work exercises. Mental load is the workload that emerges when employees carry out mental/psychic activities in their work environment. Time Burden could be a workload that emerges when employees are required to total their assignments in understanding with the required time. Previous research is the basis for the idea in determining this workload variable as a variable that influences employee performance, such as in Syach and Purnama (2023) research which states that workload has a positive and significant influence on employee performance. Agree with Sugiarti et al. (2021) Workload has a direct influence on employee performance. Meanwhile, according to Nurhayati et al. (2022) the results of their research show that workload does not have a significant influence on performance.

Apart from the research above, several studies that mention the negative impact of workload on performance are research from Malau and Kasmir (2021) that the workload has a negative and significant effect on employee performance, this means that employee workloads that are too high can reduce employee performance. Agree with Silaban et al. (2021) which also states that the workload has a negative and significant effect on employee performance, the workload increases, it will reduce employee performance. With this aim the author makes a hypothesis and problem formulation as follows: (H1) analyzes the negative influence of Workload on Employee Performance. (H3) analyzes the negative influence of Workload on employee Organizational Commitment.

### **Compensation**

Agreeing to Simamora (2004) compensation is money related rewards and intangible administrations and stipends gotten by employees as portion of the business relationship with the taking after stipend

markers: wages and pay rates, compensation are installments that are frequently utilized for generation and support laborers. Compensation are by and large related to hourly pay rates and compensations ordinarily apply to yearly, month to month or week by week pay rates. Incentives, motivations are extra stipend over or past the compensation or compensation given by the company. Allowance, benefits are wellbeing and life protections, annuity programs, company-covered excursions and other benefits related to business. Facilities, advantages are for the most part related to benefits such as a company car or get to a company plane that employees get. Researchers are interested in making the compensation variable as an exogenous variable because based on research from Sugiarti et al. (2021) states that compensation does not have an indirect influence on performance in the workplace. Agree with Bustomi et al. (2020) that compensation has no influence on the employee performance. With that purpose the author makes a hypothesis and problem formulation as follows: (H2) analyzes the influence of Compensation on Employee Performance, (H4) analyzes the influence of Compensation on employee Organizational Commitment.

### **Organization Commitment**

According to Sopiah (2018) organizational commitment has three indicators, to be specific employee eagerness, employee dependability, and employee pride within the organization. In other words, commitment markers are: Employee will, specifically workers have the desire to proceed attempting to accomplish company objectives. Employee dependability, to be specific employees have self-confidence and are dependable for all company objectives and values. Employee pride, to be specific employees have strong inspiration to guard themselves as employees within the company. The organizational commitment variable is used as a variable that the author wants to research

because in previous research, according to Akbar and Sukarno (2023) stated that organizational commitment has a positive and significant influence on employee performance. In line with research from Suhasto and Lestariningsih (2018) which states that commitment influences performance. Likewise, research from Komarudin et al. (2023) which states that organizational commitment has a significant influence on performance. In research by Maesaroh et al. (2023) organizational commitment influences employee performance. Agree with Murtin and Rahmawati (2023) who in their research stated organizational commitment has a positive influence on managerial performance.

With this aim the author makes a hypothesis and problem formulation as follows: (H5) analyzes the influence of Organizational Commitment on Employee Performance, (H6) analyzes the negative influence of Workload on Employee Performance with Organizational Commitment as an intervening variable, (H7) analyzes the influence of Compensation on Employee Performance with Organizational Commitment as an intervening variable.

### **METHOD**

The author wants to develop and use mathematical models, theories or hypotheses related to a phenomenon that is occurring in the workplace. The research method chosen by the author is a field research method with data and information obtained directly at the research location or a quantitative research method. According to Sugiyono (2013) quantitative research could be an investigate strategy based on the logic of positivism, utilized to investigate certain populaces or tests, collect information utilizing inquire about rebellious, analyze quantitative or factual information, with the point of testing foreordained theories.

This research method uses a quantitative method because the data to be processed is ratio

data and the focus of this research is to determine the magnitude of the influence between the variables studied. With these considerations in mind, the author will use a quantitative type of research because the Workload ( $X_1$ ), Compensation ( $X_2$ ) and Organizational Commitment ( $Y$ ) to Performance ( $Z$ ) data obtained are quantitative data.

The author takes saturated sample data from the population, which in this study are all employees who work in the Banyu Urip field, Bojonegoro City, totaling 33 people. In this research, the researcher used a closed questionnaire, in this questionnaire the answers have been provided by the researcher so that the respondent just has to choose the answer.

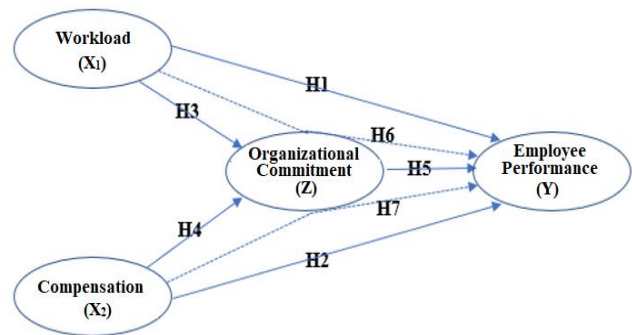
In this questionnaire method, researchers use a Likert scale (5 is strongly agree, 4 is agree, 3 is quite agree, 2 is don't agree and 1 is strongly disagree), which is used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena. In research, this social phenomenon has been specifically determined by the researcher, which is hereinafter referred to as the research variable. With a Likert scale, the variables to be measured are translated into indicator variables. Then these indicators are used as a starting point for compiling instrument items that can attempt statements or questions.

The variables used by the author to analyze the phenomenon in this research are as follows: Employee Performance ( $Y$ ), used as endogenous variable that is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Organizational Commitment ( $Z$ ), used as intervening variable that is the degree to which an employee supports an organization and its goals and desires to maintain membership in that organization. Workload ( $X_1$ ), Used as an exogenous variable that is the amount of work that must be carried by a position/organizational

unit and is the product of work volume and time norms. Compensation is all rewards received by employees for the results of the employee's work in the organization. Compensation ( $X_2$ ), Used as an exogenous variable that can be physical or non-physical and must be calculated and given to employees in accordance with the sacrifices they have made to the organization/company where they work.

The conceptual framework or framework of thinking applied by the author is about how theory relates to various factors that have been identified as the problem to be researched. This conceptual framework will explain theoretically the linkages between variables that have a relationship between the independent variable and the dependent variable as follows.

Figure 1. Conceptual Framework



Source: Author (2024)

The conceptual framework in figure 1. explains that the hypothesis that the author will research is as follows: (H1) analyzes the negative influence of workload on employee performance, (H2) analyzes the influence of compensation on employee performance, (H3) analyzes the negative influence of workload on employee organizational commitment, (H4) analyzes the influence of compensation on employee organizational commitment, (H5) analyzes the influence of organizational commitment on employee performance, (H6) analyzes the negative influence of workload on

employee performance with organizational commitment as an intervening variable, (H7) analyzes the influence of compensation on performance with organizational commitment as an intervening variable.

**Data Collection**

Data collection for this research was carried out on employees who worked in the Banyu Urip field, Bojonegoro City using the following saturated sample questionnaire data collection method.

Table 1. Research population and sample

No.	Qualification	Total	Presentase
1.	Total number of employees	33 People	100 %
2.	Gender	Man	100 %
3.	Age	<ul style="list-style-type: none"> <li>• &lt; 30 Year = 20 People</li> <li>• 31 - 40 Year = 11 People</li> <li>• 41 - 50 Year = 2 People</li> </ul>	61 % 33 % 6 %
4.	Last education	High School/Equivalent = 31 People D1-D3 = 2 People Bachelor / Sederajat = 0 People	94 % 6 % 0 %
5.	Years of service	< 2 tahun = 3 People 2 - 5 tahun = 12 People > 5 tahun = 18 People	9 % 36 % 55 %

**RESULTS AND DISCUSSION**

The results of testing the outer model are used to measure the model to determine the level of validity and calculate the level of reliability of the construct indicators of research data. The validity test is used to measure whether a questionnaire is valid or not. A questionnaire data that has been collected can be said to be valid if the statements in the questionnaire are able to express something that can be measured by the questionnaire. Validity is defined as an indication of the extent to which a measuring instrument really measures what needs to be measured.

**Outer Model Measurement**

Analysis of the measurement model (outer model) in this study was carried out for validity and reliability tests using Smart PLS 3.0

software. The validity test consists of convergent validity and discriminant validity. Meanwhile, the reliability test is expressed in calculating the composite reliability, Cronbach's alpha values and discriminant validity.

**Convergent Validity**

In evaluating convergent validity from examining individual item reliability, it can be seen from the standardized loading factor. The standard loading factor describes the magnitude of the correlation between each measurement item (indicator) and its construct. The following are the outer loading values for each indicator in the research variables:

Table 2. Research factor loadings with Smart PLS 3.0

	Workload (X <sub>1</sub> )	Compensation (X <sub>2</sub> )	Organizational Commitment (Z)	Employee Performance (Y)
X1.1	0.771			
X1.2	0.701			
X1.3	0.824			
X1.4	0.708			
X1.5	0.744			
X2.1		0.786		
X2.2		0.784		
X2.3		0.647		
X2.4		0.725		
Z1.1			0.689	
Z1.2			0.839	
Z1.3			0.849	
Y1.1				0.707
Y1.2				0.700
Y1.3				0.881
Y1.4				0.765
Y1.5				0.695

Based on the data displayed in table 2. above, it is known that the majority of each research variable indicator has an outer loading value > 0.7. However, it appears that there are still several indicators that have an outer loading value of <0.7. According to Chin (1988) as quoted by Ghozali (2014), an outer loading value between 0.5 - 0.6 is considered sufficient to meet the requirements for convergent validity. The data above shows that there are no variable indicators whose outer loading value is below 0.5, so that all indicators are declared suitable or valid for research use and can be used for further analysis.

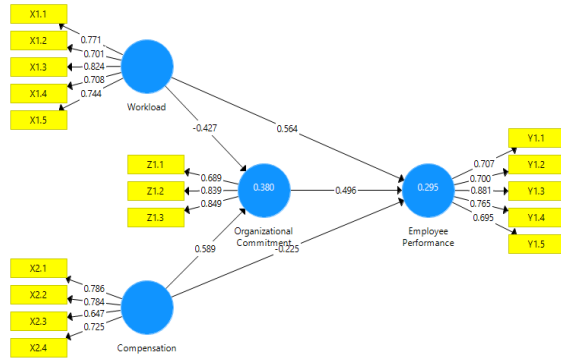


Figure 2. Structural model resulting from outer loading data processing Smart PLS 3.0  
Source: Author (2024)

**Discriminant Validity**

The validity test results obtained from data processing using Smart PLS 3.0 software obtained the Fornell Larcker Criterion value and AVE value for each indicator as follows:

Table 3. Results of smart PLS 3.0 discriminant validity data processing

Fornell-Larcker Criterion	X <sub>1</sub>	X <sub>2</sub>	Z	Y
X <sub>1</sub>	0.751			
X <sub>2</sub>	0.298	0.738		
Z	-0.252	0.462	0.796	
Y	0.372	0.172	0.250	0.753

Based on the Fornell Larcker Criterion table 3., the discriminant validity test results obtained for the Workload variable (X<sub>1</sub>) were 0.751, the Compensation variable (X<sub>2</sub>) was 0.738, the Organizational Commitment variable (Z) was 0.796 and for the Employee Performance variable (Y) was 0.753. From the data processing results, a value for each variable is greater than 0.5. So, it can be concluded that measuring discriminant validity using the Fornell-Larcker Criterion table has met the requirements and valid.

**Reliability and Validity Test**

After obtaining the validity test results for each question instrument for each variable, the next step is reliability testing. In the reliability test, it can be observed in the results obtained from

Smart PLS 3.0 data processing, Construct Reliability and Validity criteria in the Cronbach's Alpha and Composite Reliability values for each construct variable. Next is the construct reliability test which is measured through the Composite Reliability (CR), Cronbach's alpha and AVE (Average Variance Extracted) value by processing the data that has been obtained as follows:

Table 4. Results of data processing Construct Reliability and Validity smart PLS 3.0

Variable	Cronbach's Alpha	Rho_A	Composite Reliability	AVE
Workload (X <sub>1</sub> )	0.809	0.826	0.866	0.564
Compensation (X <sub>2</sub> )	0.723	0.745	0.826	0.544
Organizational Commitment (Z)	0.705	0.718	0.837	0.633
Employee Performance (Y)	0.809	0.870	0.866	0.567

From the test results shown in table 4. The indicator that measures the Composite Reliability construct displays good reliability values. Where a construct can be declared reliable if the composite reliability value is > 0.6. According to Hair et al. (2014) the composite reliability coefficient must be greater than 0.7 although a value of 0.6 is still acceptable.

The reliability test can be strengthened by the data processing results of the Cronbach's alpha and AVE (Average Variance Extracted) values obtained in this research as in table 5.3. From the table it is known that each Cronbach's alpha value for each variable is >0.70. According to Ghozali (2015) an item will be said to be reliable if the Cronbach's alpha value is > 0.70.

Similar results from data processing which can strengthen the reliability test value are shown by the AVE (Average Variance Extracted) value > 0.50. Where convergent validity can also be known through the AVE. According to Muhson (2022), an instrument is said to meet the test if it has an average reflective construct of more than 0.5. The following is data obtained from data processing using SmartPLS 3.0 software.



**Inner Model Measurement**

This inner model analysis is to test the significance of the impact of exogenous variables on endogenous variables. At that point another step is to carry out bootstrapping, to be specific to discover out the evaluated esteem of the auxiliary way relationship coefficient.

Hussein (2015) said in his book that theory testing can be seen from t-statistic values and likelihood values. Speculation testing criteria, to be specific by utilizing measurable values, for Cronbach’s alpha 5% the t-statistic esteem utilized is 1.96. The criteria for tolerating or dismissing a theory can be clarified in the event that the t-statistic incorporates a result > 1.96. In the interim, to reject or acknowledge a hypothesis utilizing probability, it can be expected that the speculation is acknowledged in case the p value < 0.05.

Testing in this research model uses two steps according to Sholihin et al. (2013), that are direct effects and indirect effects. The first step is to estimate the direct effect, that testing the direct effect between the variables Employee Workload, Compensation and Organizational Commitment on Employee Performance. The second step is to estimate the indirect effect, that testing the indirect effect between Workload and Compensation on Employee Performance through Organizational Commitment as an intervening variable.

From the results of bootstrapping data processing using Smart PLS 3.0 software, the following results were obtained.

Table 5. Direct effect results from smart PLS 3.0 bootstrapping calculations

Direct effect Variable	STDEV	T Statistics	P Value
$X_1 \rightarrow Y$	0.212	2.660	0.004
$X_1 \rightarrow Z$	0.181	2.360	0.009
$X_2 \rightarrow Y$	0.258	0.872	0.192
$X_2 \rightarrow Z$	0.149	3.940	0.000
$Z \rightarrow Y$	0.243	2.040	0.021

Table 6. Indirect effect results from smart PLS 3.0 bootstrapping calculations

Indirect effect Variable	STDEV	T Statistics	P Value
$X_1 \rightarrow Z \rightarrow Y$	0.152	1.393	0.082
$X_2 \rightarrow Z \rightarrow Y$	0.173	1.686	0.046

From the results of bootstrapping data processing, the data above, the relationship between variables that have a direct effect and indirect, can be concluded as a hypothesis

1. H1. Workload ( $X_1$ ) has a negative influence on Employee Performance (Y) which is acceptable because the t value is >1.96 and  $p < 0.05$ .
2. H2. Compensation ( $X_2$ ) influence on Employee Performance (Y) can be rejected because the t value <1.96 and  $p > 0.05$ .
3. H3. Workload ( $X_1$ ) has a negative influence on Organizational Commitment (Z) which is acceptable because the t value >1.96 and  $p < 0.05$ .
4. H4. Compensation ( $X_2$ ) influence on Organizational Commitment (Z) is acceptable because the t value > 1.96 and  $p < 0.05$ .
5. H5. Organizational Commitment (Z) has an acceptable influence on Employee Performance (Y) because the t value is > 1.96 and  $p < 0.05$ .
6. H6. Workload ( $X_1$ ) has a negative influence on Employee Performance with Organizational Commitment (Z) as an intervening variable rejected because the t value <1.96 and  $p > 0.05$ .
7. H7. Compensation ( $X_2$ ) has an influence on Employee Performance (Y) with Organizational Commitment (Z) as an intervening variable which is acceptable because the t value >1.96 and  $p < 0.05$

From the results of the research above, it can be concluded that the first hypothesis (H1) is acknowledged and it is concluded that workload contains a critical impact on employee execution, where giving a workload that surpasses the employee's capacity can decrease employee execution comes about. This can be in line with past analysts Syach and Purnama

(2023) who expressed that workload contains a positive and noteworthy impact on employee execution. This implies that the workload put on certain workers can diminish the electability of employees who as of now have great execution. Also agree with Sugiarti et al. (2021) which in its research stated that workload has a direct effect on employee performance.

In the second hypothesis (H2) that compensation has insignificantly affect employee performance, which means that the compensation given by the company is in accordance with what the employee has given to the company. These results are supported by previous researchers Bustomi et al. (2020) whose research results also stated that compensation has no influence on employee performance. Agree with Butarbutar and Nawangsari (2022) state that compensation does not have a significant leverage on employee performance.

The third theory (H3) can be concluded that workload essentially impacts organizational commitment, meaning that excessive workload can decrease worker organizational commitment. This result is upheld by Dani and Mujanah (2021) who expressed in their research that expanding workload will essentially impact decreasing employee organizational commitment. Within the fourth theory (H4) it can be concluded that compensation significantly influences organizational commitment, which suggests that giving suitable recompense can increment employee organizational commitment. These comes about are supported by Bustomi, et al (2020) that stipend includes a critical impact on organizational commitment. The fifth hypothesis (H5) concludes that organizational commitment significantly influences employee performance. These results are supported by Suhasto and Lestariningsih, (2018) who in their research stated that commitment influences employee performance. The sixth hypothesis (H6) states

that workload has a significant influence on employee performance through the mediation of organizational commitment. In line with the opinion of Dani and Mujanah (2021) that that increasing organizational commitment is able to mediate significantly and have an influence on improving performance.

The seventh hypothesis (H7) states that compensation does not have a noteworthy impact on worker performance but can have an impact on worker execution in the event that interceded by organizational commitment. Concur with Oktavianti and Basuki (2019) that giving rewards as it were incorporates a noteworthy impact on commitment and not straightforwardly on execution. Be that as it may, organizational commitment can make the arrangement of rewards have a noteworthy impact on employee performance.

## **CONCLUSION**

Based on the comes about of research by looking at the impact of workload on employee performance, it demonstrates that workload has the impact of contributing to making strides worker execution, meaning that in case workload is carried out ideally, employee execution will be way better. Endeavors to move forward employee performance through workload can be done by assessing alterations to the capacity and work capacity of the employee concerned by maintaining a strategic distance from over the top loads or workloads that are as well light.

From the results of research on compensation factors, it appears that the emolument given by the company is appropriate. Hence, companies ought to keep up the arrangement of recompense or audit the arrangement of stipend so that it is more efficient and more astute in utilizing the budget.

In the interim, research on the organizational commitment variable appears that the organizational commitment of workers is

quite high so it can be assessed that laborers have dependability and ownership of the company and are indeed able to intercede the compensation variable in realizing workers' delight of their work. Typically, able to form a harmonious work atmosphere within the work environment, cultivating a sense of cherish and pride in workers. In this manner, management must be able to preserve current conditions or indeed be able to develop in a better direction.

It is trusted that the comes about of this research can be utilized as thought for encourage inquire about with changed and inventive topics. Indeed, in spite of the fact that the creator has attempted to culminate the structure of this journal, the creator still has numerous deficiencies that must be corrected for better research results and journal composing. Subsequently, valuable feedback and suggestions from readers are highly appreciated for way better research and composing materials. Within the future.

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