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The Effect of Workload and Organizational Commitment on Employee Performance with Employee Engagement as Mediating Variable

Lisa Safirah Bella Donna¹, Tjiptogoro Dinarjo Soehari²

¹Mercu Buana University, Jakarta, Indonesia, lisadonna2702@gmail.com

²Mercu Buana University, Jakarta, Indonesia, tjiptogoro@mercubuana.ac.id

Corresponding Author: lisadonna2702@gmail.com¹

Abstract: This study aims to identify and analysed the factors that influence employee performance, including: workload, organizational commitment, employee engagement at PT DBSI. The research method used is quantitative descriptive using Structural Equation Modelling Partial Least Square (SEM-PLS). The population in this study is 167 permanent employees of CBG BMS (Business Management & Support) division. The sample used was 118 employees, the sampling used in this study is Purposive Sampling and has filled in 45 questionnaire question items distributed online. The finding of this study show that the workload and organizational commitment has a direct positive and significant effect on the employee engagement and employee performance. Employee engagement directly has a positive and significant impact on employee performance and is able to play a role in mediating the workload and organizational commitment to employee performance. The contribution of this research is that the research findings can be used as a basis of meaningful employee performance improvement policies to support business sustainability.

Keyword: Workload, Commitment Organizational, Employee Engagement, Employee Performance

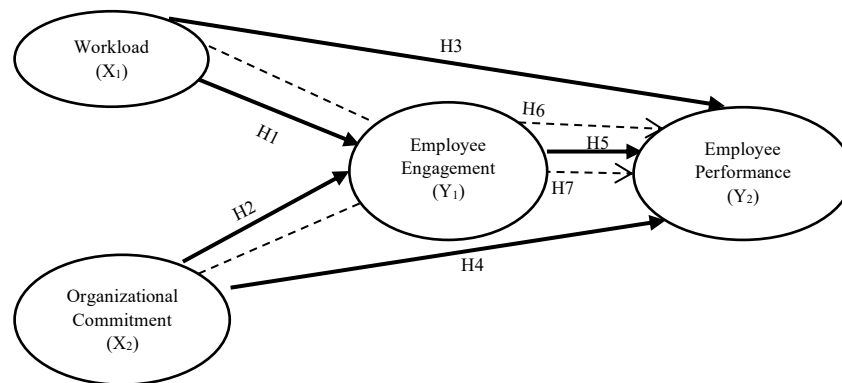
INTRODUCTION

Both the quality and quantity of human resources (HR) have a very important and strategic role and position. The quality and quantity of human resources is one of the 2020-2025 Development Roadmap at the Financial Services Authority (OJK). Companies need to manage and support the performance of their human resources (HR). The quality of human resources can be assessed from employee performance so that it influences the achievement of company targets. The number of banking workers has been greatly impacted by the Covid-19 phenomenon, shrinking every year due to digitalization and a decrease in the number of bank office networks. As well as, it has an impact on reducing the performance ratio of conventional commercial banks. The decline in performance of conventional commercial banks reflects employee performance.

Based on PT DBSI's 2022 annual report, profits at PT DBSI have decreased 54.22% compared to the first quarter of 2021 which amounted to IDR 347.83 billion. The profit correction was in line with interest income which fell 12.01% (yoy) from IDR 1.36 trillion to IDR 1.2 trillion. This was accompanied by interest expenses which also increased 17.72% (yoy) from IDR 305.88 billion to IDR 251.69 billion. Therefore, PT DBSI's net interest income was recorded at IDR 944.4 billion during the first three months of this year. This amount also decreased by 10.35% compared to the same period the previous year of IDR 1.05 trillion. To support and ensure that each variable used in this research, the author has conducted a pre-survey of 25 PT DBSI employees, namely employee engagement of 94%, organizational commitment of 83% and workload of 77%. In this way, based on the pre-survey that has been carried out, it can be seen that workload conditions, organizational commitment and employee engagement will have an impact on increasing employee performance in the company.

This is supported by research that has been carried out (Maulana & Risal, 2022) which states that workload variables have a positive relationship and have a significant effect on employee performance. (Paramita et al., 2020) said that organizational commitment has a significant impact on employee performance. (Syarifullah & Hartono, 2021) employee engagement has a positive and significant effect on employee performance. However, on the contrary, research that has been carried out by (Nabawi, 2019) workload has no effect on employee performance. Likewise, research conducted by (Kharisma et al., 2019) states that organizational commitment has no effect on employee performance. (Yusuf et al, 2019) said that employee engagement does not have a significant effect on employee performance. The problem identified in this research is that the performance of PT DBSI employees is still not optimal and in line with the company's expectations, the workload is inappropriate and many employees still feel it, organizational commitment is thought to be a factor in better employee performance.

The author's framework and hypotheses can be seen in Figure 1.



Source: Author's Thoughts
Figure 1. Conceptual Framework

Workload is a result of work demands and the results of the work environment, employee behavior and work perceptions. Organizational commitment is a situation where an employee has high concern for the company, accepts the company's goals, and has the desire to remain with the company to achieve the company's goals and continuity. Employee engagement is a condition or condition of an employee, where the employee has a sense of attachment to the company, the employee works voluntarily, not only concerned with salary and promotion, but an employee who feels attached will give all the potential he has to help the company achieve its goals. Employee performance is a work result achieved by someone in a company which can be assessed in terms of quality and quantity in a certain period, which can be seen how well the employee is in doing a given job.

METHOD

This research uses a quantitative design with a causal approach, namely looking for relationships between one variable and other variables that are cause and effect. The population in the PT DBSI CBG BMS (Business Management & Support) Division is 167 people. Researchers used purposive sampling technique. According to Sugiyono (2016:85) Purposive sampling is a technique for determining samples with certain considerations. The reason for using this purposive sampling technique is because it is suitable for quantitative research or research that does not make generalizations. And the sample used was 118 people, a sampling technique used for data sources for certain considerations. This research uses a Structural Equation Model (SEM) with SmartPLS version 3.2.9 instrument testing.

RESULTS AND DISCUSSION

Evaluation of Model Result

Measurement model testing was carried out to test the validity and reliability of the 45 questionnaire items consisting of 11 instruments for workload, 10 instruments for organizational commitment, 9 instruments for employee engagement and 15 instruments for employee performance. Average variance extracted (AVE) in the first stage is still below 0.5. According to Chin in Ghozali (2015) outer loading with a value between 0.5-0.6 can still be used in research as long as it does not reduce the AVE value to less than 0.5. So the researchers carried out the second stage of the test and the results obtained are presented in table 1 and table 2.

Table 1. Convergent validity & AVE second stage

Variable	Items	Outer Loading	AVE
Workload (X1)	BK.5	0,702	0,523
	BK.6	0,800	
	BK.9	0,684	
	BK.10	0,703	
Organizational Commitment (X2)	KO.1	0,800	0,628
	KO.2	0,763	
	KO.5	0,828	
	KO.6	0,793	
	KO.7	0,658	
	KO.8	0,852	
Employee Engagement (Y1)	EE.1	0,806	0,639
	EE.2	0,756	
	EE.3	0,769	
	EE.4	0,819	
	EE.5	0,899	
	EE.7	0,831	
	EE.8	0,808	
	EE.9	0,691	
	Employee Performance (Y2)	KK.1	
KK.2		0,800	
KK.3		0,852	
KK.5		0,852	
KK.6		0,821	
KK.7		0,707	
KK.8		0,805	
KK.10		0,754	
KK.11		0,913	
KK.12		0,705	
KK.13		0,839	
KK.15		0,693	

Source: Data processing results using SmartPLS version 3.2.9 (2023)

Table 2. Outer model processing results

Variable	AVE	Composite Reliability	Cronbach's Alpha	Information
Workload (X1)	0.523	0.814	0.705	Reliable
Organizational Commitment	0.628	0.922	0.901	Reliable
Employee Engagement (Y1)	0.639	0.934	0.919	Reliable
Employee Performance (Y2)	0.651	0.957	0.950	Reliable

Source: Data processing results using SmartPLS version 3.2.9 (2023)

From the results of data processing in table 2, this research model can be concluded that the construct has good reliability and can be used as a tool in this research consistently.

Evaluation of Inner Model Result

Evaluating the inner model is measuring the strength of estimates or relationships between constructs (latent variables). The coefficient of determination (R2) value can be seen in table 3.

Table 3. R² measurement results

Variabel	R Square	R Square Adjusted	Kategori
Keterikatan Karyawan	0,504	0,496	Moderate
Kinerja Karyawan	0,581	0,569	Moderate

Source: Data processing results using SmartPLS version 3.2.9 (2023)

R-square shows that employee engagement ability influences latent variables, namely workload and organizational commitment, by 50.4%, while the remaining 49.6% can be explained by other variables. Meanwhile, the employee performance construct can be explained by the variables workload and organizational commitment and employee engagement amounting to 58.1% while the remaining 41.9 is explained by other variables.

Evaluate the overall structural model with the Goodness of Fit Index with the formula:

$$GoF = \sqrt{AVE \times R^2}$$

$$\text{Average AVE value} = (0.523 + 0.628 + 0.629 + 0.651)/4 = 0.608$$

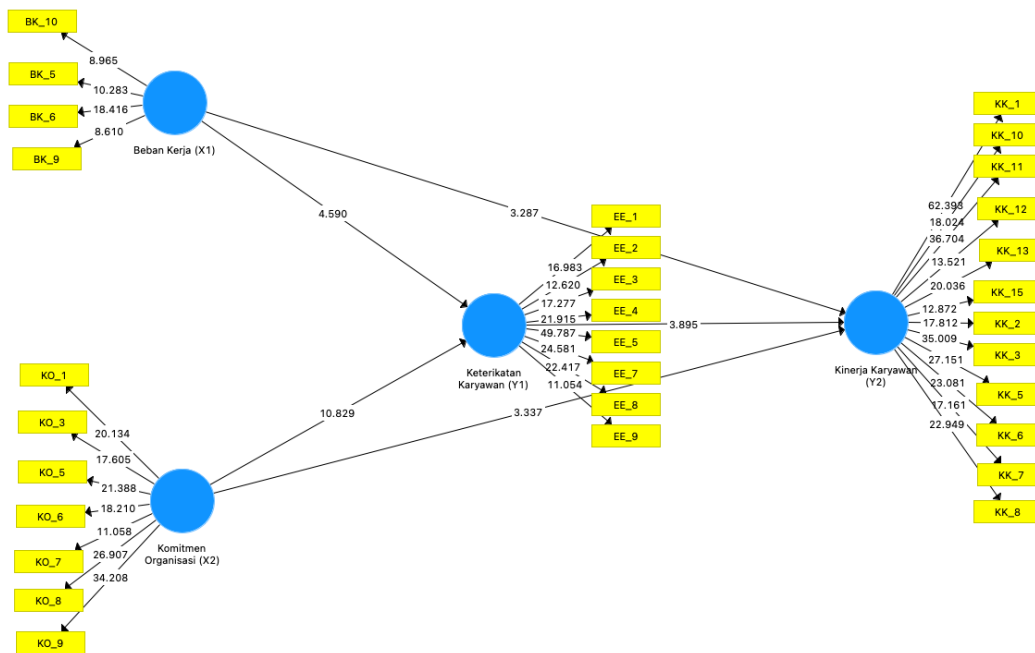
$$\text{Average R2 value} = (0.504 + 0.581)/2 = 0.542$$

$$GoF = \sqrt{0.608 \times 0.542} = \sqrt{0.329} = \mathbf{0.573}$$

From the results of the GoF calculation, it shows a value of 0.573, which means that the combined performance between the measurement model (outer model) and the structural model (inner model) as a whole is good because the GoF value is more than 0.36 (large scale GoF).

Hypothesis Results

Hypothesis testing can be seen from the path coefficient and p-value. A positive path coefficient and a p-value smaller than 0,05 are concluded to significantly influence the variable. The results of bootstrapping in this research can be seen from Figure 2 and Table 3.



Source: Data processing results using SmartPLS version 3.2.9 (2023)

Figure 2. Bootstrapping test result

Table 4. Hasil path coefficients dan p value

Correlation	Path Coefficients	P Value	Information
Direct Effect			
Workload -> Employee Engagement	0,319	0,000	Accept
Organizational Commitment-> Employee Engagement	0,566	0,000	Accept
Workload -> Employee performance	0,288	0,001	Accept
Organizational Commitment -> Employee performance	0,248	0,000	Accept
Employee Engagement -> Employee performance	0,410	0,000	Accept
Indirect Effect			
Workload -> Employee Engagement-> Employee performance	0,131	0,005	Accept
Workload -> Employee Engagement-> Employee performance	0,232	0,000	Accept

Source: Data processing results using SmartPLS version 3.2.9 (2023)

Based on Table 4. Hypothesis test results using bootstrapping measurements can obtain hypotheses between variables, namely:

H1 is accepted, workload has a positive and significant effect on employee engagement with a path coefficient of 0.319 and p-value ($0.000 < 0.05$).

H2 is accepted, organizational commitment has a positive and significant effect on employee engagement with a path coefficient of 0.566 and p-value ($0.000 < 0.05$).

H3 is accepted, workload has a positive and significant effect on employee performance with a path coefficient of 0.288 and p-value ($0.001 < 0.05$).

H4 is accepted, organizational commitment has a positive and significant effect on employee performance with a path coefficient of 0.248 and p-value ($0.000 < 0.05$).

H5 is accepted, employee engagement has a positive and significant effect on employee performance with a path coefficient of 0.410 and p-value ($0.000 < 0.05$).

H6 is accepted, workload has a positive and significant effect on employee performance which is mediated by employee engagement with a path coefficient of 0.131 and p-value ($0.005 < 0.05$).

H7 is accepted, organizational commitment has a positive and significant effect on employee performance which is mediated by employee engagement with a path coefficient of 0.232 and p-value ($0.000 < 0.05$).

Discussion

PT DBSI can improve employee performance by maintaining organizational commitment, strengthening employee engagement and also providing appropriate and effective workloads for its employees. This is in line with what was done by Hafidz (2021) who stated that workload has a significant effect on employee engagement. The results of this research are in line with Astuti & Khoirunnisa (2018) who stated that the higher the organizational commitment that occurs in a company, the higher the employee engagement. The results of this research are supported by Nabawi (2019) who said that workload has a significant effect on employee performance. The same thing as the research results shows that there is a positive influence between internal workload on performance. This is in accordance with the opinion of Rahmawati & Juwita K (2019), namely that high organizational commitment can improve employee performance. The results of this study are in line with the research results of Park et al. (2022), Ali et al. (2019), and Rusmita et al (2022) who succeeded in proving the positive influence of employee engagement on employee performance. Employee engagement positively and significantly mediates the effect of workload on employee performance. The results of this research are in line with the results of Bambang's (2023) research which succeeded in proving that the influence of employee engagement has a direct positive and significant effect on employee performance.

CONCLUSION

The conclusions can be drawn:

Workload has a positive and significant effect on employee engagement. This means that the workload received by employees has a positive perception of workload which is indicated by being willing to accept overtime even if it is sudden, there is enthusiasm in employees when they achieve targets for their work. Establishing good cooperation between superiors, subordinates and colleagues, so that company targets are more easily achieved and will provide an overview of employee engagement.

Organizational commitment has a positive and significant effect on employee engagement. This means that the better the organizational commitment, the better the significant influence on employee engagement.

Workload has a positive and significant effect on employee performance. This explains that the workload is met in a balanced manner such as targets that must be achieved and linearly increases employee loyalty and the level of desire to achieve high productivity so that employee performance will be maximized.

Organizational commitment has a positive and significant effect on employee performance. This explains that the better organizational commitment has a direct influence on higher employee performance.

Employee engagement has a positive and significant effect on employee performance. This explains that the better employee engagement with the company and enthusiasm for their work so that employees can focus on completing their work well. High dedication can

also give birth to innovation and creative ideas to improve work efficiency and employee performance.

Employee engagement has a mediating effect on workload on employee performance. This shows that the highest level of PT DBSI employees from the research results is persistence in working even though there are obstacles and difficulties in working. So that in any job, the employee's workload will still have employee engagement.

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