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THE Relationship Between Workload And Work Attitude On Employee Performance Is Mediated By Organizational Commitment

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ABSTRACT

Research aims/Purpose: This study aims to examine the extent to which organizational commitment acts as a mediator in the relationship between work attitudes and workload, and their combined impact on employee performance within the Secretariat of the Legislative Council in Musirawas District, South Sumatra, Indonesia. **Design/Methodology/Approach:** Quantitative methods and correlational design are the basis for analyzing data using SEM-PLS as a tool to calculate and analyze outer and inner models. The number of respondents was 130 people using purposive sampling samples. Findings: Results of the study were obtained: (1) work attitude, namely employees will work optimally if supported by promotion, have a substantial effect on performance; (2) workload, namely more directed work with good use of time and substitutionary flow to performance; (3) work attitude and workload simultaneously substantially affect employee performance; (4) organizational commitment mediates the relationship between work attitude and workload on employee performance. The novelty of this study is that the work attitude of employees works optimally if supported by organizational commitments, namely promotion, and leaders appreciate work (performance) is an alternative offer to optimize the ability of employees at work. Research limitations/Implications: Further research can examine this other variables that can mediate workload and work attitudes organizational support on organizational performance. Practical implications: Workload and work attitudes have a very big influence on improving performance if supported by promotion compensation and relevant work timeliness. **Originality/Value:** The novelty of this research is that employees' work attitudes work optimally if they are supported by organizational commitment, namely promotions, and leaders appreciating work (performance) which is an alternative offer to optimize employees' ability to work.

INTRODUCTION

Workload refers to the variance between an individual's capacity and the requirements of the tasks they must tackle. Human labor encompasses both mental and physical components, each of which carries its own level of load. When the workload is excessively high, it can lead to increased energy expenditure and result in overexertion, while a workload that is too low can lead to feelings of monotony and under-stimulation, resulting in understress. Workload is a physical burden, mental load and morning load of an employee (Koesomowidjono, 2017; Munandar, 2014; Sunarsa & Kusni, 2012). Workload is a set of activities that must be completed by an organizational unit or office holder within a certain period of time. Measuring workload offers numerous benefits to organizations, as described by Cain (2007). One fundamental purpose of workload measurement is to assess the cognitive demands associated with a particular job, enabling the prediction of system and worker performance.

The ultimate objective of these processes is to enhance working conditions, optimize the layout of the work environment, and develop more efficient work protocols. As emphasized (Astia, 2021; Anggi, Suprihadi, and Heru, 2014), research (Monika, 2015) also underscores the adverse and substantial impact of workload on employee performance. This implies that increased workload is associated with reduced employee performance. High workload can cause stress that affects performance (Mudayana, 2012). Research (Chalidah, 2015), (Tjiabrata, 2017), (Darmawan & Arif, 2017), (Asliani, 2019), (Dendeng & Uhing, 2020), (Lamin, 2020) (Silva, Yustina, Aurelia, & Idellya, 2021), (Anaujo, 2021) which concludes that partially workload has a positive and significant effect on employee performance.

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Strengths: The title reflects the core focus of the study and the inclusion of a mediating variable.

Suggestions for Improvement:

1. Make it more concise and engaging:
Suggested: "Workload, Work Attitude, and Employee Performance: The Mediating Role of Organizational Commitment"
2. If permissible, include the specific context (e.g., Secretariat of the Legislative Council, Musirawas District).

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Commented [Rev3]: Introduction Current Introduction:

The introduction provides a detailed discussion of workload, work attitudes, and their impact on employee performance. It establishes a solid theoretical foundation but lacks clarity in defining the research problem and objectives.

Suggestions for Improvement:

1. Shorten the general discussion of workload and focus on the specific context of the Secretariat of the Legislative Council.
2. Clearly define the **research gap**: Why is this study needed? What is missing in previous research?
3. State the **objectives** concisely at the end of the introduction.

Rewritten Example (Introduction Excerpt):

Workload and work attitudes are critical factors influencing employee performance in organizations. Excessive workloads can lead to stress and decreased productivity, while positive work attitudes are linked to enhanced performance and organizational success (Robbins & Judge, 2018). However, the role of organizational commitment as a mediating factor in this relationship remains underexplored, particularly in government institutions. This study focuses on the Secretariat of the Legislative Council in Musirawas District, where employees face unique challenges due to high workloads and evolving performance expectations. By examining the interplay between workload, work attitudes, and organizational commitment, this research aims to identify actionable strategies to improve employee performance.

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Work attitude of employees can also affect performance. Work attitude is important in the mechanism of life of an organization, because it will be related to the completion of work tasks. The more complex the work activity, the more work demands will be charged to employees. An attitude is an evaluative, either *desirable* or undesirable statement about an object, person, or event. (Kaswan, 2015) Work attitude encompasses a set of emotions, convictions, and cognitive perspectives that individuals harbor concerning their conduct at present, particularly in relation to their work and the organization they are affiliated with. Attitudes are more specialized compared to values and are subject to change because people's perceptions and experiences regarding work frequently evolve over time. Theory explained by (Robbins & Judge, 2018) When explaining the function of the group in a job, he stated that there is a positive relationship between the attitude in working on the assignment of maximum work results (performance). Understanding these attitudes is important because attitudes help people adjust to the work environment. The linear relationship between work attitude and performance in this study is supported by several previous studies from (Chris, Bernhard, & Sem, 2016).

(Famella, Setyanti, & Mufidat, 2015), (Rahayu, 2013). All of them draw conclusions that work attitude has a positive and significant effect on performance. A positive work attitude and a comfortable work culture are believed to be one of the benchmarks of good performance (Sanjaya & Purwanto, 2017; Suryani & Setiawan, 2015). This statement is in line with what is stated by (Mocet, 2010). That said, work attitude is how a person feels to different aspects of the work environment. Some Research (Robertson, Jansen, & Cary, 2012). The results of regression analysis revealed that work attitude can predict performance levels. While (Abun et al., 2021) See the close relationship by measuring the relationship between attitudes towards job performance.

This study used organizational commitment variables as mediating variables to measure the relationship between workload and work attitudes towards performance, some previous studies have shown that organizational commitment contributes positively to performance (Akhtar, Durrani, & Hassan, 2015; Araújo & Lopes, 2019; Kawiand, Dewi, & Suardana, 2018; Khan, Ziauddin, Jam, & Ramay, 2012; Jily & Wahyuni, 2017; Malik, Nawab, Naeem, & Danish, 2010; Pardiman, 2018; Romadhoni & Romadhoni, 2019). Organizational commitment is the strong desire of employees to remain members in the organization (Nuradiah & Latiriva, 2014; Sangadi & Sopiah, 2013). Organizational commitment also shows loyalty and is willing to do whatever is needed by the organization (Huda & Farhan, 2019). Organizational commitment is the degree to which an employee takes sides in a particular organization and intends to maintain membership in that organization (Robbins & Judge, 2018).

This research was conducted at the Secretariat of the Regional Legislative Council in Musirawaj Regency, South Sumatra, Indonesia. The primary responsibilities of the legislative council's secretariat include organizing secretarial and financial administrative tasks, as well as providing support for the duties and functions of council members. This support includes coordinating the expertise required by council members as they carry out their responsibilities, such as creating regional regulations. The secretariat also collaborates with the Bupati to discuss and approve drafts of regional regulations related to regional expenditure budgets and supervises the implementation of regional regulations and budgets. The main focus of this study is to examine the relationship between workload and work attitudes, and how they influence employee performance, with organizational commitment serving as a mediator. What sets this study apart is its exploration of the link between work attitudes and organizational commitments, which is an aspect that has received limited research attention.

THEORETICAL BACKGROUND AND HYPOTHESES

Performance can be defined as the outcome of the efforts made by an individual or a group within an organization, aligning with their designated authorities and responsibilities to work towards achieving the goals of the organization. This interpretation of performance, as outlined (Mangkunegara, 2017), involves assessing the results of work in terms of both quantity and quality, with employees fulfilling their duties in line with their assigned responsibilities, as noted (Wibowo, 2017). Furthermore, performance can also be seen as the execution of prepared plans carried out by an individual or a group in line with the organization's mission, vision, and interests, reflecting a holistic perspective on the concept (Rival & Sagala, 2016). Performance is a real event that everyone displays as work achievements produced by employees in accordance with their role in the company. (Simanjuntak, 2010) Performance is the degree of achievement of results on the implementation of certain tasks.

Work Attitude Theory

Schermerhorn, Hubt, Osborn, and Uhl-Bein, as cited in (Wibowo, 2017), define work attitude as an individual's inclination to view someone or something in their environment with either a positive or negative perspective. In a

similar vein, (Robbins and Judge, 2018), describe attitude as an evaluative statement, encompassing both favorable and unfavorable sentiments toward an object or event, essentially representing a person's emotional disposition towards something. The components of work attitude according to Mehand & Von Gliwori in (Wibowo, 2017) Consists of belief or belief is a perception generated about the object of the attitude that is believed to be true, feeling or feeling reflects a positive or negative evaluation of the object and behavior intentions are motivations related to certain behaviors according to the object of work attitude. Some research has been done on work attitudes (Anarsa, 2019) suggests that work attitude is the most dominant factor in influencing employee performance compared to job satisfaction and organizational commitment (Khamil, Hidayat, & Lestari, 2019; Pitriyanti & Halim, 2020) suggests that work attitudes and work skills have an influence on employee productivity.

H1: There is a significant influence on employee work attitudes on performance

Workload Theory

Workload is the amount of work that must be carried by a positive organizational unit and is the product between work volume and time norms (Koesomowidjono & Mar'ih, 2017). Workload is a set or number of activities that must be completed by an organizational unit or office holder within a certain period of time (Monika, 2015). Workload is a set or number of activities that must be completed by an organizational unit or office holder within a certain period of time.

Additionally, it was emphasized that measuring workload is a management technique used to gather positional insights, achieved through a research and evaluation process involving analysis. This positional information is intended to serve as a foundation for enhancing the organization in areas related to institutional development, governance, and human resources (Khaerunnisa & Kadir, 2022). Workload is a number of activities that must be completed by an organizational unit or office holder systematically using job analysis techniques, workload analysis techniques, or other management techniques within a certain period of time to obtain information about the efficiency and effectiveness of the work of an organizational unit (Adolfina & Lumintang, 2016). According to (Astianto et al., 2014) Workload is defined as a difference between the capacity or ability of workers and the demands of the work that must be faced. According to (Aksama, Heryanda, & Widiastuti, 2020) Workload is one that feels burdensome, things or something that is carrying, which is difficult to do as a dependent.

H2: There is a significant impact of workload on employee performance

H3: There is a significant influence of attitude and workload on performance

The Role of Organizational Commitment Mediation

To be able to realize implementation related to work attitudes and workloads, the role of organizational commitment is very basic, the operational course of employee performance development depends on organizational commitment in carrying out organizational performance mechanisms as revealed in research (Kurniawan & Simandjorang, 2021) and supported by opinions (Manani & Ngui, 2019; Yunanda, 2019; Zefanya, 2020). This is also supported by research (Donkor, Dongmei, & Sekper, 2021; Khaerunnisa & Kadir, 2022; Martini, Supriyadinata, Sutrisna, & Sarmawati, 2020; Pangaribuan & Sihombing, 2021; Silaban, Handari, & Saptono, 2021; Yuhus, 2022).

H4: Organizational commitment mediates the relationship between work attitudes towards performance

H5: Organizational commitment mediates the relationship between workload and performance

METHOD

This research uses quantitative research methods with a correlational design (Sudarmanto et al., 2021). Population in secretariat employees of the legislative institution of Musi Rawas district, South Sumatra, Indonesia, is 130 administrative/support employees working behind the desk. Respondents who have filled out a questionnaire through a google form that has been sent to one of their staff. The operational definition was measured using the Likert scale 1= Never to 5= Always. Work attitude is measured using theories from (Sembiring, 2018). By using six measurement components, namely the components of the influence of others who are considered important, personal experiences, cultural influences, the influence of mass media, the influence of educational and religious institutions and emotional factors. The questionnaire consists of 15 statements. Workloads using theory (Rohman, Malik, & Ichsan, 2021) Using no measurement component, fissile workload, psychic workload and time utilization aspects, with 15 statements. Employee performance is measured using theory (Bernardin & Russel, 2013), namely quality, quantity, timeliness, cost-effectiveness, supervisory needs and interpersonal impact. The questionnaire consists of 15 statements. Organizational commitment using theory (Meyer & Allen, 2015) With no components, namely, affective commitment, continuous commitment and normative commitment with 15 statements. Analysis was

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Current Method Section:

The methods section describes the research design, data collection techniques, and measurement tools. It is comprehensive but could be more detailed in explaining sampling procedures and validity testing.

Suggestions for Improvement:

1. Provide details on **sampling criteria** (e.g., why purposive sampling was used).
2. Include reliability and validity metrics for the questionnaires.
3. Clarify the **analysis process** with more detail on SEM-PLS.

Rewritten Example (Method Excerpt):

This study employed a quantitative correlational design to examine the mediating role of organizational commitment in the relationship between workload, work attitudes, and employee performance. Data were collected from 130 administrative employees at the Secretariat of the Legislative Council in Musi Rawas District, South Sumatra, using purposive sampling. A structured questionnaire with 60 items measured four variables: work attitudes (15 items), workload (15 items), employee performance (15 items), and organizational commitment (15 items). All items were assessed on a 5-point Likert scale, with reliability coefficients (Cronbach's alpha) exceeding 0.7 for all constructs. Data were analyzed using Structural Equation Modeling (SEM-PLS) to test the outer and inner models. This approach allowed for the evaluation of direct, indirect, and mediating effects, ensuring robust analysis of the proposed hypotheses.

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Table 1 Operational Definition of Research

No	Research Variables	Definition	Indicator	Number of Questionnaires
1	Work Attitude (X1)	Attitude or behavioral determination is related to perception, personality, and motivation. Attitude As a psychological aspect has a certain structure. The attitude structure has 3 components that support each other, namely cognitive, affective and conative.	1. Personal experience 2. The influence of others who are considered important 3. Cultural influence 4. Time media 5. Educational institutions and religious institutions 6. Emotional factors (Sembiring, 2018)	15
2	Workload (X2)	Workload is a condition of work with its job description that must be completed by a certain deadline. (Adolfina & Lumintang, 2016)	1. Physical Workload 2. Psychic workload 3. Time utilization aspect (Bernardin & Russel, 2013)	15
3	Performance (Y)	The results of the work achieved have a strong relationship with the strategic objectives of the organization, customer satisfaction, and contribute to economics. (Wibowo, 2018)	1. Quantity of Work 2. Quality of Work 3. Timeliness 4. Cost effectiveness 5. Supervision 6. Interpersonal Impact (Bernardin & Russel, 2013)	15
4	Organization Commitment (Z)	Employee commitment is an agreement to do something for oneself, another individual, a group or an organization, while organizational commitment reflects the level of circumstances (Lestariningsy, 2016)	1. Affective Commitment 2. Commitment Sustainable 3. Commitment Normative (Meyer & Allen, 2015)	15

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Therefore, this study examines and explains the direct relationship between work attitude, workload and then organizational commitment is tested as a mediating variable and k between constructs. The research framework is shown in figure 1 below:

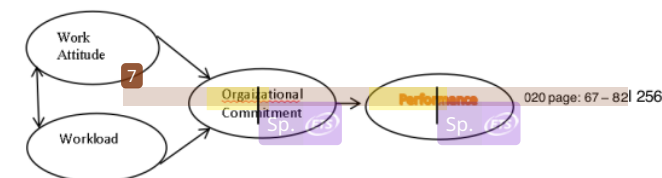


Figure 1 Structural research. Structural Equation Modeling (SEM) The effect of work cycle and workload on employee performance with organizational commitment as a mediating variable.

Education Data				Age			Gender	
High School	Diploma	Bachelor	Post Graduate	19-25	26-40	> 40	Man	Wom
37	9	77	7	17	66	47	51	79
Total 130				Total 130			Total 130	

In table 2 above illustrates that the respondent data is an employee at the secretariat of the regional legislative body of Musirawas Selatan Indonesia district, showing that for the level of education dominated by starts 1 education as many as 77 respondents or 59%. For sua respondents in the dominance between the ages of 26 to 40 as many as 66 respondents or 51% which is a very productive age in realizing performance and for gender dominated by women as many as 79 respondents or 61% in this case the level of work effectiveness of women is lower than that of men.

RESULTS AND DISCUSSION

Description of respondents' answers

The description of rsponden or questionnaire answers shared from each variable as a reference to research results can be seen in the following table:

Table 3 Description of respondents' answers

No	Variable	Questionnaire	Response	Highest percentage of respondents' answers
1	Work attitude	Employees will be more optimal in working supported by promotion	130	37,6 %
2	Workload	Work will be more directed in working with good time utilization	130	32,7 %
3	Organization Commitment	Leaders will appreciate the achievement of good employee work quality	130	31,7 %
4	Employee performance	The achievement of the officers' work will be reflected by the sense of responsibility of the officer in work	130	32,7 %

Workload Anal

By (Permendagri Nomor 12, 2008), workload is the amount of work that must be shouldered by a position or organizational unit and is the product between the volume of work and the norm of time. Thus, the definition of workload is a process carried out by someone in completing the tasks of a job or group of positions carried out under normal circumstances within a certain period of time. The following is data on the workload of employees at the secretariat of the legislative council of Musirawas district, South Sumatra, Indonesia

Table 4 Workload of Human Resources and Organization Employees

No	Field	Position	Workload
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Commented [Rev7]: Results and Discussion Current Results and Discussion:

The results section is thorough and supported by statistical analyses. However, the discussion is more descriptive than analytical, and connections to the broader literature are limited.

Suggestions for Improvement:

1. Use **tables and figures** to present key results (e.g., path coefficients, significance values).
2. Include a **comparative discussion**: How do these results align with or differ from previous studies?
3. Highlight **practical implications** for management and organizational policy.

Rewritten Example (Results and Discussion Excerpt):

The findings indicate that work attitudes significantly influence employee performance ($\beta = 0.810, t = 6.085, p < 0.001$), as does workload ($\beta = 0.833, t = 4.758, p < 0.001$). Organizational commitment mediates the relationship between workload and performance ($\beta = 0.774, t = 8.900, p < 0.001$) and between work attitudes and performance ($\beta = 0.709, t = 5.734, p < 0.001$). These results align with previous studies (e.g., Chres et al., 2016; Famella et al., 2015) that emphasize the role of positive work attitudes and organizational support in enhancing performance. However, the finding that workload positively impacts performance contrasts with Mudayana (2012), who suggested a negative impact due to stress. This discrepancy highlights the importance of organizational commitment in mitigating the adverse effects of workload by fostering a supportive environment.

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1	Secretary of the Board	HRM	92.456,2
2	Head of General Affairs and Personnel	HRM	88.387,2
3	Head of Administration and Personnel	HRM	86.456,3
4	Head of Household	HRM	78.677,2
5	Head of Equipment	HRM	85.578,3
6	Chief financial officer	HRM	97.233,5
7	Head of budget and programs	HRM	90.356,2
8	Head of verification and treasury	HRM	121.750,4
9	Head of bookkeeping and reporting	HRM	86.357,2
10	Head of trial and legislation	HRM	88.388,2
11	Head of meetings and minutes	HRM	85.902,2
12	Head of legislation	HRM	88.350,2
13	Head of Public Relations and Protocol	HRM	85.900,2

The calculation of effective working hours used as a measuring tool in conducting workload analysis within the secretariat of the legislative council of Musirawas Regency of South Sumatra, Indonesia is: Formal working hours per week, Monday to Thursday (07.30-12.00) = 4 hours 30 minutes X 4 = 18 hours, then from 12.30 - 16.30 = 4 hours X 4 = 16 hours for Friday (07.30-11.30 = 4 hours, then from 13.00 - 15.00 = 2 hours) Total working hours from Monday to Friday = 40 hours; working hours in a day (40 / 5 = 8 hours) active days in one year = 220 days, then effective working hours in one year (8X220 = 1760 hours = 105.600 minutes) Effective working hours obtained from work time are reduced by allowance working time, based on case studies taken working time in office space maximum 10% X 105.600 = 95.040 minutes.

Full Time Equivalent (FTE) Calculation The implications of the FTE index value are: FTE value 0-0.99 = undeload, FTE value 1 - 1.88 = inload and FTE value > 1.28 = overload. The following table is the calculation of the workload of employees in the secretariat of the legislative body of Musirawas South Sumatra Regency of Indonesia using the FTE method

Table 5 Method calculation results FTE

No	Field	Workload	Effective working time	FTE	Information
1	Secretary of the Board	92.456,2	95.040	0.97	Under load
2	Head of General Affairs and Personnel	88.387,2	95.040	0.93	Under load
3	Head of Administration and Personnel	86.456,3	95.040	0.90	Under load

4	Head of Household	78.677,2	95.040	0,83	Under load
5	Head of Equipment	85.578,3	95.040	0,90	Under load
6	Chief financial officer	97.233,5	95.040	1,023	inload
7	Head of budget and programs	90.356,2	95.040	0,95	Under load
8	Head of verification and treasury	121.750,4	95.040	1,28	Over load
9	Head of bookkeeping and reporting	86.357,2	95.040	0,91	Under load
10	Head of trial and legislation	88.388,2	95.040	0,93	Under load
11	Head of meetings and minutes	85.902,2	95.040	0,90	Under load
12	Head of legislation	88.350,2	95.040	0,93	Under load
13	Head of Public Relations and Protocol	85.900,2	95.040	0,90	Under load

The calculation of employee shortages, carried out on descriptions that have overloaded workloads, the number of deficiencies is the difference between the number of existing employees and the number of employees that should be, yes after the calculation of the workload the number of employees that should be based on the calculation of FTE is in the Verification and Treasury section with employee shortages:

Workload /Effective working time = $121,750.4/95,040 = 1.28 = 2$ people (number of employees needed number of employees should be - number of existing employees: $3-2 = 1$ person).

Measurement Model

This research model is based on 68 items from six variables as shown in table 1 of the VIF test used to evaluate the variance of the general method before reevaluating (Priansa, 2017). The finding that the full VIF Colliniarity has a value of 3,363 indicates no problem with the general method variance. Therefore, the next analysis can be carried out, namely construct validity assessment, to construct reliability test, followed by mean variance extract analysis (AVE) and assessing the level of composite reliability (CR) and Cronbach Alpha are all tested in this study to achieve research objectives. The findings showed that all load factors showed a value greater than 0.6. In addition, all CR values greater than 0.7 and AVE values greater than 0.5 all initial test results meet reliability and validity requirements (Suryana, 2019).

Table 6. Measurement model of indicators

Work attitude	Workload	Organization Commitment	Performance
0.889	0.156	0.897	0.704
0.038	0.778	0.787	0.700
0.764	0.400	0.726	0.823
0.323	0.702	0.632	0.872
0.195	0.742	0.726	0.861
0.732	0.754	0.300	0.906
0.734	0.838	0.733	0.816
0.129	0.856	0.146	0.700
0.263	0.532	0.087	0.707

Based on the data in the table above, it can be seen that all indicators have a loading factor value of > 0.7, so it

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can be concluded that all statements in the second research model are valid. Therefore, the research model used in this study is the second research model.

Table 7. Construct Reliability and Validity

Constructs	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work attitude	0.726	0.851	0.592
Workload	0.840	0.829	0.351
Organization Commitment	0.985	0.894	0.630
Performance	0.826	0.759	0.515

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In addition, we use HTMT criteria to check the validity of discrimination. HTMT ratio value must be < 0.85 (Hair Jr et al., 2016). Table 3 shows that all HTMT ratios < 0.85 , then the criteria of discrimination validity in this research model has been fulfilled.

Table 8. HTMT Heterotrait-Monotrait Ratio (HTMT)

Constructs	Work attitude	Workload	Organizational Commitment	Performance
Work attitude	-	-	-	-
Workload	0.493	-	-	-
Organizational Commitment	0.785	0.432	-	-
Performance	0.671	0.44	0.912	-

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Structural Model

The second stage of this research is to evaluate the structural model and test the hypothesis, in evaluating mesh following scientific advice from (Chin, 1998). This result shows a Goodness of fit value of 0.5 which (Tenenhaus, Amato, & Esposito, 2004) considered meeping for the suggested model, then the value of the coefficient of determination of work attitude, workload, and organizational commitment that explains the career development of the apparatus is a value of 75.0% or ($R^2 = 0.750$). By (Chin, 1998) The percentage value of 75.0% has the strength of the independent variable on the employee performance variable makes sense. Finally, the structural model was further evaluated, showing a mean path coefficient of 0.451 ($p < 0.01$), AVIF 4.333 below the recommended maximum level was (Hair, Hult, Ringle, & Sarstedt, 2017). These findings suggest that the fit model test has rational explanatory power and path coefficients and inflation variances within acceptable limits.

Hypothesis testing

Hypothesis testing of this study evaluates hypotheses 1 to 5 (H1-H5) as follows: (1) Work attitude significantly affects employee performance with values ($\beta = 0.810$ t-statistic = 6.06 > 1.96, p-value = 0.000 < 0.05). (2) Workload significantly affects organizational commitment with value ($\beta = 0.833$, t-statistic = 4.758 > 1.96, p-value = 0.000 < 0.05). (3) Work attitude and workload together affect employee performance with a value of ($\beta = 0.746$, t-statistic = 13.005 > 1.96, p-value = 0.000 < 0.05). (4) Organizational commitment mediates work attitudes in relation to employee performance with value ($\beta = 0.769$, t-statistic = 5.735 > 1.96, p-value = 0.000 < 0.05). (5) The organization's commitment mediates its related workload on employee performance with values ($\beta = 0.774$, t-statistic = 8.900 > 1.96, p-value = 0.000 < 0.05). (Further summary can be seen in Table 6, 7, 8 and 9)

Table 9 Partial hypotheses testing

	Original Sample (O)	Sample Mean(M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values
Workattitude(X1) > Performance(Y)	.810	.829	.133	6.085	.000
Workload(X2) > Performance(Y)	.833	.846	0.175	4.758	.000

Based on the results of data processing using SEM PLS 3.0, it can be known that the value of T-Statistics is 6,085 > 1.96 while the value of P Values is 0.000, it can be interpreted that there is a significant influence of attitude on employee performance and on the workload of T-Statistics value of 4,758 > 1.96 with a P Value value of 0.000 there is a significant influence between the work load on performance.

Table 10 Simultaneous testing hypotheses

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Workload(X2) > Performance(Y)	0.534	.538	0.156	3.421	.000
Work attitude (X1) > Workload(X2)	0.746	.763	0.057	13.005	.000
Work attitude (X1) > Performance(Y)	0.359	.379	0.154	2.334	.000

Based on the results of data processing using SEM PLS 3.0, it can be known that the T value is 13,005 > 1.96 while the P Value value is 0.000, it can be interpreted that there is a significant influence on the influence of attitudes and workload on employee performance at the secretariat of the regional legislative council of Musi Rawas Regency.

Table 11. Mediation testing of work attitudes towards employee performance

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Commitment(Z) > Performance(Y)	0.769	.775	0.049	15.734	.000
Work attitude(X1) > Organizational Commitment(Z)	0.539	.602	0.181	2.973	.003

Based on the results of data processing using SEM PLS3.0 in table 8, it can be seen that the direct influence between work attitudes on employee performance T value is 2.973 > 1.96 while indirect influence is 15.734 and total value is 18.707 > 1.96 with P Values value of 0.000, it can be interpreted that organizational commitment can strengthen the influence of work attitudes on employee performance.

Table 12 Mediation testing workload of employee performance

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values

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Organizational Commitment(Z)-> Performance(Y)	0.744	.765	0.087	8.900	.000
Workload(X2) -> Organizational Commitment(Z)	0.323	.327	0.289	6.117	.005

12

Based on the results of data processing using SEM PLS 3.0 in table 9, it can be seen that the direct influence between workload on employee performance T value is 6.117 > 1.96 while indirect influence is 8.900 and total value is 15.017 > 1.96 with P Values value of 0.000, it can be interpreted that organizational commitment is able to strengthen the significant influence of workload on employee performance

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DISCUSSIONS

Work attitude is considered a major predictor of an organization's success. From the results of this study, work attitudes and workload have a positive impact on employee performance, this study supports previous research by (Chres et al., 2016), (Famella et al., 2015), (Rahayu, 2013). All of them draw conclusions that work attitude has a positive and significant effect on performance. A positive work attitude and a comfortable work culture are believed to be one of the benchmarks of good performance (Samsul & Purwanto, 2017; Suryani & Setiawan, 2015). This statement is in line with what is stated by (Mocet, 2010). They said, work attitude is how a person feels to different aspects of the work environment. Some Research: (Robertson et al., 2012). The results of regression analysis revealed that work attitudes can predict performance levels. While (Abun et al., 2021) See the close relationship by measuring the relationship between attitudes towards job performance.

Furthermore, this study investigated the level of workload that had a positive impact on employee performance, the results of the study found that the workload experienced in the secretariat of the legislative council of Kabupaten Musirawas was not so significant for the lack of employees needed in carrying out their main duties and functions to serve legislative members, only one employee in the field of ferivikas, however, the results of this study generally showed that the workload was influential positive on employee performance. This means that the higher the workload, the lower the performance of employees. High workload can cause stress that affects performance (Mudayana, 2012). Research (Chalidah, 2015), (Tjiabrata, 2017), (Darmawan & Arif, 2017), (Asliani, 2019), (Dendeng & Uling, 2020), (Lamin, 2020), (Silva et al., 2021), (Araujo, 2021) which concludes that partially workload has a positive and significant effect on employee performance.

To be able to realize the implementation related to work attitudes and employee workload, the role of organizational commitment is very large, the operational course of apparatus career development depends on organizational commitment in carrying out employee performance achievement mechanisms as revealed from several previous researchers (Kurniawan & Simandjorang, 2021) and supported by opinions (Manani & Ngui, 2019; Yunanda, 2019; Zefany, 2020). This is also supported by research (Jonkor et al., 2021; Khaerunnisa & Kadir, 2022; Martin et al., 2020; Pangaribuan & Sihombing, 2021; Silaban et al., 2021; Yulius, 2022). In addition, the role of organizational commitment in this study is also as a mediator between the relationship between work attitudes and workload on employee performance. From the results of this study shows that the role of organizational commitment has a very strong role in mediating between work attitudes and workload on employee performance. The results of this study are also supported by several previous studies that used organizational commitment variables as mediating variables measuring the relationship between workload and work attitudes towards performance, some previous studies that showed that organizational commitment contributes positively to performance (Araujo & Lopes, 2019; Choudhary & Zahed, 2013; Kawiand et al., 2018; Khan et al., 2010; Laily & Wahyuni, 2017; Malik et al., 2010; Pardiman, 2018; Romadhoni & Romadhoni, 2019). Organizational commitment is the strong desire of employees to remain members in the organization (Nurandini & Latariva, 2014; Sangadji & Sopiah, 2013). Organizational commitment also shows loyalty and is willing to sacrifice for the organization (Huda & Farhan, 2019). Organizational commitment is the degree to which an employee takes sides in a particular organization and intends to maintain membership in that organization (Robbins & Judge, 2018).

Finally, this study addresses the academic impetus for organizational commitment more precisely to relate between work attitudes and workload towards employee performance, to what degree an employee favors organizations loyal to the organization and intends to maintain the organization even though the workload is quite heavy (Robbins & Judge, 2018). These results suggest more specifically that if the workload is recommended by organizational commitment in the form of adequate compensation and rewards, then work attitudes will automatically be stable in the development of employee performance. The novelty of this study is that the work attitude of employees works

optimally if supported by organizational commitments, namely promotion, and leaders appreciate work (performance) is an alternative offer to optimize the ability of employees at work.

THEORETICAL IMPLICATIONS.

First and foremost, this study extends the work attitude capability model within the government apparatus framework, incorporating the implications of workload and the mediation role of organizational commitment in enhancing individual career development and ultimately improving organizational performance. The theoretical significance of this research becomes evident in the alignment of the proposed model, where employees' work attitudes and their workload serve as catalysts for organizational commitment, which, in turn, impacts employee performance. This integrated model, derived from the organizational commitment model rooted in employee work attitudes, constitutes a substantial contribution, representing a novel and untested aspect in prior research.

Second, from the perspective of resource conservation theory (Hobfoll, 1989), Relational resources based on the development of apparatus functional positions provide insight into the career development of apparatuses, when the apparatus has an achievable workload, they will be able to fulfill work related to their self-competence abilities and can stimulate work behavior with predetermined regulations. Third, in the context of the influence of work attitudes and employee workload on performance, this research has also succeeded in increasing work resources, it can be seen from several studies that have been conducted on work attitudes (Anars, 2019) suggests that work attitude is the most dominant factor in influencing employee performance compared to job satisfaction and organizational commitment (Khamil et al., 2019; Pitriyanti & Halim, 2020) suggests that work attitudes and work skills have an influence on employee productivity.

LIMITATIONS AND FURTHER STUDY

While this study made a substantial contribution to enhancing the comprehension and significance of the prevailing literature, it did exhibit certain limitations. Primarily, the cross-sectional approach employed in this research does not eliminate the possibility of long-term causal relationships evolving over time as individuals' psychology and beliefs may change. In this investigation, employee beliefs concerning work attitudes and workload are reinforced through factors such as support through promotions and efficient time management, which, in turn, become influential factors in augmenting employee performance.

Secondly, even though it's widely acknowledged that job attitudes and workloads have a fundamental impact on organizational performance, allowing organizations to innovate and sustain a competitive edge, current research is usually focused on investigating how the adoption of work attitudes and workloads influences performance, with organizational commitment acting as a mediating factor. The linear relationship between work attitude and performance in this study is supported by several previous studies from (Chres et al., 2016), (Famella et al., 2015), (Rahayl, 2013). All of them draw conclusions that work attitude has a positive and significant effect on performance. A positive work attitude and a comfortable work culture are believed to be one of the benchmarks of good performances (Samsuri & Purwanto, 2017; Suryani & Setiawan, 2015) This statement is in line with what is stated by (Mocce, 2010) That said, work attitude is how a person feels to different aspects of the work environment. Some Research, (Robertson et al., 2012). Subsequent research endeavors should explore the correlation between psychological shifts, individual convictions, and the distinct attributes of employee attitudes to gain a comprehensive understanding of the substantial influence of workload implications on employee performance. Lastly, there is a need for further research to delve into the intricate associations among latent variables by scrutinizing the moderating factors that can facilitate the positive transformation of work attitudes.

Third, this research was conducted in Indonesia, which means that the results of the research cannot be generalized in other geographical contexts by only involving local government apparatus. Future research may therefore adopt this model in other countries and in the public sector, based on the implications of employee attitudes over workload. Finally, this study only used the SEM-PLS approach to predict the hypothetical proposed model. Future research may use more power in explaining and interpreting research results to produce more realistic theoretical and managerial results.

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CONFLICT OF INTEREST

None

ACKNOWLEDGEMENTS

This research was conducted at an independent cost in collaboration between supervisors and graduate students of the management master's program at Bina Insan Indonesia University

Commented [Rev14]: Conclusion

Current Conclusion:

The conclusion summarizes the findings but lacks specificity in recommendations and implications.

Suggestions for Improvement:

1. Provide specific recommendations for policymakers and organizational leaders.
2. Discuss broader implications for government institutions and employee performance.
3. End with a forward-looking statement for future research.

Rewritten Example (Conclusion Excerpt):

This study highlights the critical role of organizational commitment in mediating the relationship between workload, work attitudes, and employee performance. By fostering a supportive environment through promotions, recognition, and efficient time management, organizations can mitigate the adverse effects of high workloads and enhance employee productivity. These findings have practical implications for government institutions, particularly in optimizing work environments to improve performance. Future research should explore additional mediating variables, such as job satisfaction and leadership styles, to further understand the dynamics of employee performance.

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DATA AVAILABILITY STATEMENT

The data that support the findings of this study are available from the corresponding author upon reasonable request.

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Current References:

The references are comprehensive but not consistently formatted according to APA 7th edition.

Suggestions for Improvement:

1. Use **hanging indentation** for all entries.
2. Italicize book and journal titles.
3. Include DOIs where available.

Example in APA 7th Edition Format:

- Robbins, S. P., & Judge, T. A. (2018). *Organizational behavior* (16th ed.). Pearson.
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