



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

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### ABSTRACT

**Purpose:** This study examines how organizational commitment mediates the relationship between work attitude and workload and their combined impact on employee performance at the Secretariat of the Legislative Council in Musirawas District, South Sumatra, Indonesia. **Methodology:** A quantitative, correlational design was employed, with SEM-PLS analysis on data from 130 respondents selected via purposive sampling. **Results:** Work attitude significantly affects employee performance, with optimal work supported by promotions. Workload, when directed with efficient time use, positively impacts performance. Both work attitude and workload together significantly influence employee performance. Organizational commitment mediates these relationships. **Findings:** Organizational commitment, through promotions and leader appreciation, amplifies the impact of work attitude and workload on performance. **Originality:** The study highlights how optimal work attitudes supported by organizational commitment enhance employee capabilities, providing an innovative perspective on performance improvement. **Novelty:** It focuses on the unexplored link between work attitudes and organizational commitment. **Conclusion:** Organizational commitment acts as a critical mediator, suggesting that performance can be optimized by fostering a culture of appreciation and timely workload management. **Type of Paper:** Empirical research.

## INTRODUCTION

Workload Workload refers to the difference between an individual's capacity and the requirements of the tasks they must handle. Human labor includes both mental and physical components, each of which carries its own level of load. A workload that is too high can cause increased energy expenditure and result in fatigue, while a workload that is too low can cause feelings of monotony and lack of stimulation, resulting in understress. Work load is an employee's physical load, mental load and morning load (Koesomowidjojo, 2017; Munandar, 2014; Sunarso & Kusdi, 2012) Cain (2007). One of the fundamental goals of workload measurement is to assess the cognitive demands associated with a

particular job, thereby enabling the prediction of work and system performance, As emphasized (Astianto, Anggit, Suprihadi, and Heru, 2014), research (Monika, 2015) also underlines the negative and substantial impact of workload on employee performance. This means that an increase in workload is associated with a decrease in employee performance. High workload can cause stress which affects performance (Mudayana, 2012). Research (Chalidah, 2015), (Tjiabrata, 2017), (Darmawan & Arif, 2017), (Aslian, 2019), (Dendeng & Uhing, 2020), (Lamin, 2020) (Silva, Yustina, Aurelia, & Edellya, 2021), (Araujo, 2021) who partially concluded that workload has an influence positive and significant on employee performance

Attitudes are evaluative statements, either desirable or undesirable, about an object, person, or event. (Kaswan, 2015). The theory explained by (Robbins & Judge, 2018) When explaining the function of groups in a job, he stated that there is a positive relationship between attitudes in carrying out tasks and maximum work results (performance). Understanding these attitudes is important because attitudes help people adjust to the work environment. The linear relationship between work attitudes and performance in this research is supported by several previous studies from (Chres, Bernhard, & Sem, 2016), (Famella, Setyanti, & Mufidah, 2015), (Rahayu, 2013), concluded 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 for good performance (Samsuri & Purwanto, 2017; Suryani & Setiawan, 2015). This statement is in line with what was stated by (Mocci, 2010) who said, work attitude is how a person feels about various aspects of the work environment. Some Research. (Robertson, Jansen, & Cary, 2012), The results of regression analysis reveal that work attitudes can predict performance levels. Meanwhile (Abun et al., 2021) sees the close relationship by measuring the relationship between attitudes and work 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; Kawiana, Dewi, & Suardana, 2018; Khan, Ziauddin, Jam, & Ramay, 2010; Laily & Wahyuni, 2017; Malik, Nawab, Naeem, & Danish, 2010; Pardiman, 2018; Romadhona & Romadhona, 2019). Organizational commitment is the strong desire of employees to remain members in the organization (Nurandini & Lataruva, 2014; Sangadji & 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 People's Representative Council, Musirawas Regency, South Sumatra, Indonesia. The main focus of this research is to examine the relationship between workload and work attitudes, employees serving administratively as members of the regional people's representative council, and its influence on employee performance, with organizational commitment as the mediator. What distinguishes this study is its exploration of the relationship between work attitudes and organizational commitment, which is an aspect that has received limited research attention.

## 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 is 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 commmittment using theory (Meyer & Allen, 2015) With no components, namely, affective committment, continuous committment and norative committment with 15 statements. Analysis was performed using PLS by testing the outer model for data validity and reliability.

**Table 1. Operational Definition of Research**

N	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 conactive	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 Work 2. Quality of Work 3. Timeliness 4. Cost effectiveness 5. Supervision 6. Interpersonal Impact (Bernardin & Russel, 2013)	15
4	Orgaization 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 (Lestaringtyas, 2016)	1. Affective Commitment 2. Commitment Sustainable 3. Commitment Normative (Meyer & Allen, 2015)	15

Source: Primary Data Processing Results (2024)

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. Strutral research.**



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

**Table 2. Respondent data**

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

Source: Primary Data Processing Results (2024)

In table 2 above illustrates that the respondent data is an employee at the secretariat of the regional legislative body of Musirawas Suatara seatan Indonesia district, showing that for the level of education dominated by starta 1 education as many as 77 respondents or a (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

### Results

Description of respondents' answers :The description of rspoden 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	Variabel	Questionnaire	Sample	Highest percentage
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	Organizational Commitment	Leaders will appreciate the achievement of good employee work quality	130	31,7 %
4	Employee performance	The achievement of the officer's work will be reflected by the sense of responsibility of the officer in work	130	32,7 %

Source: Primary Data Processing Results (2024)

## Workload Analysis

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
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

Source: Primary Data Processing Results (2024)

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 Sumatera Regency of Indonesia using the FTE method

**Table 5. Method calculation results FTE**

No	Field	Workload	Effectt 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

Source: Primary Data Processing Results (2024)

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:  $\text{Workload} / \text{Effective working time} = 121,750.4 / 95,040 = 1.28 = 2$  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 and 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 vaidity 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

Source: Primary Data Processing Results (2024)

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 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

Source: Primary Data Processing Results (2024)

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

Source: Primary Data Processing Results (2024)

### Structural Model

The second stage of this research is to evaluate the structural model and test the hypothesis, in evaluating mesh coeficin following scientific advice from (Chin, 1998). This result shows a Goodness of fit value of 0.5 which (Tenenhaus, Amanto, & 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 has a value of 75.0% or ( $R^2 = 0.750$ ). By (Chin, 1998) The percentage value of  $R^2$  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 = 6.085  $> 1.96$ , 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 = 5.734 > 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 Statistics ( 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

Source: Primary Data Processing Results (2024)

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 PValues 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 hypothese**

	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

Source: Primary Data Processing Results (2024)

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	0.539	.602	0.181	2.973	.003

## Commitment(Z)

Source: Primary Data Processing Results (2024)

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 significant influence of work attitude on employee performance

**Table 12 Mediation testing workload on employee performance**

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

Source: Primary Data Processing Results (2024)

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

**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 (Samsuri & Purwanto, 2017; Suryani & Setiawan, 2015) This statement is in line with what is stated by (Mocci, 2010) That 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 Kabupaen 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 ferivikasi, 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), (Aslian, 2019), (Dendeng & Uhing, 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; Zefanya, 2020), This is also supported by research (Donkor et al., 2021; Khaerunnisa & Kadir, 2022; Martini 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 (Araújo & Lopes, 2019; Choudhary & Zaheer, 2013; Kawiana et al., 2018; Khan et al., 2010; Laily & Wahyuni, 2017; Malik et al., 2010; Pardiman, 2018; Romadhona & Romadhona, 2019). Organizational commitment is the strong desire of employees to remain members in the organization (Nurandini & Lataruva, 2014; Sangadji & 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).

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 (Anarsi, 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 exclusively 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), (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 (Samsuri & Purwanto, 2017; Suryani & Setiawan, 2015) This statement is in line with what is stated by (Mocci, 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 harmonized 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.

## CONCLUSIONS

This study demonstrates the pivotal role of organizational commitment in mediating the relationships between work attitude, workload, and employee performance. Key findings reveal that both positive work attitudes and manageable workloads significantly improve performance when supported by organizational commitment mechanisms such as promotions and recognition. The study underscores that fostering a supportive organizational environment enhances employee effectiveness, even under high workloads. Additionally, the results highlight the importance of cultivating leadership practices that value and reward employee contributions. The study's insights are particularly relevant for improving performance in government organizations and can be extended to other sectors through further research.

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