

The Influence of Workload, Training and Team Work on the Performance of Public Works Department Employees, Spatial and Land Planning in the Riau Islands Province With Organizational Commitment as an Intervening Variable

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Abstract

Purpose: This research analyzes the influence of workload, training and teamwork on the performance of employees of the Public Works, Spatial Planning and Land Management Department of Riau Islands Province with organizational commitment as an intervening variable.

Research Methodology: In 2020, there were 6 packages or 6.59% of the 91 work packages at the Riau Islands Province PUPP Service that experienced payment delays. Meanwhile, in 2021 there was an increase, namely 68 packages or 31.19% of the 218 packages experienced payment delays. Meanwhile, in 2022 there will be 10 packages or 3.14% of the 318 packages experiencing payment delays. Using primary data from 115 employees of the Public Works, Spatial Planning and Land Services of Riau Islands Province.

Results: This research found that teamwork has no direct significant effect on performance. In contrast, workload and training were shown to have a significant influence on performance, highlighting the importance of work themes for improving employee performance. Organizational commitment is also proven to be a significant mediator between workload, training and teamwork on performance.

Conclusions: This study shows that workload and training significantly improve employee performance, both directly and through organizational commitment, while teamwork influences performance indirectly through commitment.

Limitations: This study is limited to one public institution and examines only workload, training, teamwork, and organizational commitment.

Contribution: This study provides empirical evidence on the mediating role of organizational commitment and offers practical guidance for improving public sector employee performance.

Keywords: *Employee Performance, Organizational Commitment, Workload*

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1. Introduction

The issue of human resources is still in the spotlight and a focus for all organizations to survive in the era of globalization. Human resources are the most decisive factor in the success of an organization. Even though the organization is supported by excessive facilities and infrastructure and resources, without the support of reliable human resources and having maximum performance, all organizational activities will not be completed properly. This shows that human resources are the main key that must

be considered with all their needs. As the main key, human resources will determine the success of the implementation of organizational activities. The demands of organizations to acquire, develop and maintain quality human resources are increasingly urgent in accordance with the dynamics of the ever-changing environment.

Human resources are not like money, machines, and materials that are positive and can be fully regulated in support of the achievement of organizational goals. Human Resources owned by the organization will not provide maximum results, if there is no support from employees who have optimal performance (Kalleberg & Moody, 1994). Susanto and Herlina (2024) In general, explain the definition of performance is the quality and quantity of work achieved by an employee in carrying out the tasks given to him by his superior. The achievement of organizational goals also does not only depend on technology, but rather depends more on the humans who carry out their work. The ability to provide good work results to meet the needs of the organization as a whole is a contribution to employee performance.

One of the government organizations that of course needs competent human resources in order to produce good performance is the Public Works, Spatial Planning, and Land Office of the Riau Islands Provincial Government, or abbreviated as the PUPP Office of the Riau Islands Provincial Government. The Public Works, Spatial Planning and Land Office of the Riau Islands Provincial Government is an element of implementing government affairs in the field of public works, spatial planning, and land, led by a Head of Service, located below and responsible to the Governor of the Riau Islands through the Regional Secretary. To be able to realize the vision of the Governor of Riau Islands Province, namely "The Realization of a Prosperous, Competitive, and Cultured Riau Islands"; Of course, competent human resources are needed to produce good performance in terms of quality and quantity.

The high workload of employees of the Public Works, Spatial Planning, and Land Office of the Riau Islands Provincial Government resulted in a decrease in performance due to the number of work programs that must be carried out by employees at the Public Works, Spatial Planning, and Land Office of the Riau Islands Provincial Government. The work programs carried out at the Public Works, Spatial Planning, and Land Office of the Riau Islands Provincial Government are as many as 11 work programs. Of the 11 work programs in practice, they will be divided into activities that must be carried out within 1 year. In practice, there are more than 20 activities in one work program. Therefore, it is estimated that the Public Works, Spatial Planning, and Land Office of the Riau Islands Provincial Government carries out more than 200 activities from 11 work programs that have been determined. This proves that the workload of employees of the Public Works, Spatial Planning, and Land Office of the Riau Islands Provincial Government is very high. Moreover, most of the activities carried out in carrying out the work program are carried out outside the Tanjungpinang area such as Batam, Lingga, Anambas, Karimun and Natuna.

The next factor that is of concern is teamwork or teamwork. In the process of carrying out work such as in the Public Works, Spatial Planning, and Land Office of the Riau Islands Provincial Government, teamwork is very important. The phenomenon that has been happening so far in the Public Works, Spatial Planning, and Land Office of the Riau Islands Provincial Government is the number of development project activities that are the target of supervision work. However, this is not balanced by the number of human resources who have qualified competence to carry out supervision. Another thing is that surveillance locations that are far from each other and have a distance and use sea transportation will certainly add a lot of time and cost. Therefore, it is necessary to innovate by forming a teamwork consisting of employees of the Public Works, Spatial Planning, and Land Office of the Riau Islands Provincial Government. It is hoped that with the formation of this teamwork, the supervision of development projects can be carried out by dividing the supervision process based on the location of the project. So that the project supervision function will be more effective and efficient.

No less important is the organizational commitment of employees. The organizational commitment of employees in the Public Works, Spatial Planning, and Land Office of the Riau Islands Provincial Government is not very good, this can be seen from the strategic plan report of the Public Works, Spatial

Planning, and Land Office of the Riau Islands Provincial Government where one of the obstacles in the field of procurement of goods and services where many employees resign and are not willing to become The committee for the procurement of goods and services is because the compensation received as the committee for the procurement of goods and services is not so large. The disproportionate risk and compensation received by the employee, as well as the heavy and long volume of work, make the employee feel reluctant to become a committee for the procurement of goods and services. This is certainly a concern that the work carried out must prioritize sustainability and organizational improvement so that it is hoped that all employees can provide their best performance in accordance with their competencies without thinking so much about material (Firdaldi, Wibisono, Ngaliman, Indrayani, & Satriawan, 2023).

From the above phenomenon, it can be interpreted that there are still employees who are aware of the importance of training to improve competence. Therefore, from this situation and after combining these factors holistically and observing the phenomena that occurred, the author is interested in conducting a research with the title: "The Effect Of Workload, Training And Teamwork On The Performance Of Employees Of The Public Works Office, Spatial And Land Planning Of The Riau Islands Provincial Government With Organizational Commitment As An Intervening Variable."

2. Literature Review

2.1 Performance

Harismasakti (2024) said that performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. Increasing individual performance is likely to also improve corporate performance because the two have a close relationship (O'Boyle, 2013). The definition of performance (work achievement) is the quality and quantity of work achieved by people or groups of people in carrying out their functions in accordance with the responsibilities given to them. According to Husaini, Hasibuan, Yuliana, and Habra (2024) performance is the output produced by the functions or indicators of a job or a profession in a certain time. Based on some of the definitions above, it can be synthesized that Performance is the result of work in quality and quantity achieved in realizing the targets, goals, visions and missions of the organization as outlined through the strategic planning of an organization (Fauziah, Faeni, & Fikri, 2024).

2.2 Organizational Commitment

According to Kaswan (2017), organizational commitment is a work attitude in the form of desire, willingness, dedication, loyalty, and strong trust to show the desire to remain part of the organization's members by being willing to accept the organization's values and goals, and work on behalf of/for the benefit of the organization. Robbins and Judge (2015) argue that commitment is a state in which an individual takes sides with the organization and his goals and desire to maintain his membership in the organization (Fauziah et al., 2024).

According to Abadi and Riyanto (2021) states that organizational commitment is a binding force between individuals and organizations, ideas or projects, which are expressed as a form of commitment to the organization's mission. Griffin (2014) states that Organizational commitment is an attitude that reflects an individual's understanding of the organization and its relationship with the organization. According to Newstrom in Wibowo (2017), organizational commitment is a level at which workers identify the organization and want to continue actively participating in it. Based on the above understanding, it can be concluded that organizational commitment is an attitude that reflects an individual's understanding of self-involvement in the organization with trust, desire to work, desire to be part of the organization.

2.3 Training

Training for employees is very important to be carried out continuously so that the company can get qualified employees and be able to carry out their work well in order to achieve the company's goals. The following is the definition of training according to several experts According to Wulandari, Jimad, and Ribhan (2023), training is a short-term educational process that uses a systematic and organized

procedure in which employees learn knowledge and technical abilities in limited objectives. According to Manullang, (2015), training is a short-term education that uses systematic and organized procedures so that non-managerial workers learn technical knowledge and skills for certain purposes. From some of the definitions according to the experts above, it can be concluded that training is a process to acquire skills regarding work, through a series of systematic procedures or carried out by an expert who aims to improve employee skills and knowledge.

2.4 Team Work

Sibarani (2018) revealed that teamwork is a combination of group work with the support of various abilities and has clear goals, with the support of leaders and communication to produce a performance that is higher than individual performance. Stephen and Timothy (2017) stated that teamwork is a group whose individual efforts produce higher performance than the results obtained if the work is completed alone. Raihan, Darka, and Partimah (2024) Teamwork is the grouping of two or more people who are related and harmonized about an activity and effort to achieve a specific goal. From the descriptions and opinions of some experts above, it can be synthesized that teamwork is a group of two or more related people who together strive to produce higher performance than the results obtained if the work is completed alone.

2.5 Thinking Framework

2.5.1 Workload to Performance

Harismasakti (2024) said that performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. Increasing individual performance is likely to also improve corporate performance because the two have a close relationship. The relationship between workload and employee performance, where if the workload is high, it will cause performance to decrease, or it can be explained that the higher the workload received by an employee will affect the performance of the employee. Overworkload occurs when employees are expected to perform more tasks than the time available. Excessive workload can lead to decreased performance. The high workload requires employees to provide more abilities for the sake of creating work targets. The implementation of workload makes employees required to exert all their potential. Workload can have a positive effect on employee performance where workload pressure becomes positive, in this case leading to improved performance. This is in accordance with previous research conducted by Indrawan, Claudia, and Rifani (2022) where the results of the study were obtained that workload has a positive and very significant effect on employee performance. Meanwhile, the research conducted by Weni, Kawiana, and Astrama (2023) obtained different results, namely that workload has a negative and significant effect on employee performance.

2.5.2 Training on Performance

Training for employees is very important to be carried out continuously so that the company can get qualified employees and be able to carry out their work well in order to achieve the company's goals. According to Mangkunegara (2018), training is a short-term educational process that uses a systematic and organized procedure in which employees learn knowledge and technical skills in limited purposes. Useful job training improves employee employability which will greatly help the employees themselves to be able to work better and be able to innovate. Job training is a learning process to acquire skills, concepts, regulations or attitudes in order to improve employee performance. So that the work charged to each employee is expected to be completed quickly with satisfactory performance results. Thus, it is very clear that job training has an influence on improving employee performance, because with job training, it is expected to overcome the decline in employee performance caused by the lack of ability to understand the increasingly stringent transition of knowledge fiber technology. Based on the results of previous research conducted by Yoghiana Widia Sari (2023), it was found that training has a positive and significant influence on employee performance. However, the results are different and contrary to the above research obtained by Herani and Agusria (2021) in a study conducted at PT. Kharisma Gunamakmur obtained the results that the training that has been participated in by employees has not had a positive and significant effect on improving employee performance.

2.5.3 The influence of teamwork variables on performance

Sibarani (2018) revealed that teamwork is a combination of group work with the support of various abilities and has clear goals, with the support of leaders and communication to produce a performance that is higher than individual performance. According to Davis (2014), teamwork is a group of people to work together to achieve a common goal and these goals will be easily obtained by doing teamwork rather than doing it alone. Teamwork is one of the factors that affect employee performance because if teamwork can run well, the performance of each employee will be maximized, but on the other hand, if teamwork does not run smoothly, it will reduce employee performance. Based on the results of research by Tailan, Widyani, and Utami (2021) which resulted in the variable of teamwork having a positive and significant effect on employee performance. Results that are contrary to the above research were obtained by Arifin (2024) where the research conducted obtained the results that teamwork or teamwork did not have a significant effect on employee performance.

2.5.4 Workload on organizational commitment

According to Kaswan (2017), organizational commitment is a work attitude in the form of desire, willingness, dedication, loyalty, and strong trust to show the desire to remain part of the organization's members by being willing to accept the organization's values and goals, and work on behalf of/for the benefit of the organization. To build the commitment of the employee organization to the organization, namely make the vision and mission of the organization as something charismatic, something good to make it a tradition that is continuously maintained, if there are complaints or complaints from outside parties or from within the organization, the organization must have procedures to overcome the complaints thoroughly, establish two-way communication, the existence of togetherness values, sense of belonging, cooperation, sharing, and others, every member of the organization has the same opportunity. Based on the results of research conducted by Jafar and Prabowo (2025) obtained the results that there is a positive and significant influence between workload on employee organizational commitment. However, the results of the study are different from the results of research conducted by Sari, Abidin, and Efendi (2021), the results of the study show that there is no positive and significant influence between workload on organizational commitment in employees.

2.5.5 Training on Organizational Commitment

To make employees know what they are doing, management must provide orientation and train the employee. Ahmad and Manzoor (2017) said that Training is the key to an organization's strategy to build a sustainable competitive advantage and survival in the organization. Employee training is a process to teach new or existing employees to add and provide the basic skills they need to do their jobs. Training can involve existing employees to teach their jobs to new employees, or conduct seminars. Based on the results of research conducted by Putri, Asfiah, and Andharani (2024), it shows that employee training has a significant effect on organizational commitment. If the company increases the portion of training for employees, it will increase employee commitment to the organization. Meanwhile, another study conducted by Siswanto (2023) where the results of the study showed that the Employee Training variable was obtained without a significant influence of Employee Training on the Organizational Commitment of BPJS Employment Manado employees.

2.5.6 Team Work on Organizational Commitment

According to Poernomo (2019) Teamwork is an activity that is managed and carried out by a group of people who are members of one organization. Cooperation is carried out by a team more effectively than working individually. Teamwork is a group of two or more related people who together strive to produce higher performance than the results obtained if the work is completed alone. According to Newstrom in Wibowo (2017), organizational commitment is a level at which workers identify the organization and want to continue actively participating in it. Organizational commitment is self-involvement in part of the organization with trust, desire to work, desire to survive to be part of the organization. Research conducted by Mafudz, Burhan, and Syamlan (2025) shows that teamwork has a significant effect on organizational commitment. This shows that the higher the teamwork in solving a problem, the higher the commitment to the organization. Different results carried out by Merlinnia Sandra Dewi (2022) in the study were obtained that there was no significant influence between

teamwork on organizational commitment. This shows that good teamwork can not directly increase the organizational commitment of the participants.

2.5.7 Organizational Commitment to Performance

Variables that reflect the degree of relationship that each individual is considered to have with a particular job in a particular organization are subject to commitment. Organizational commitment and organizational performance is something that employees receive in lieu of their service contributions to the company. The provision of organizational commitment is one of the implementation of the functions of the MSDM which is related to all types of individual awards in exchange for performing organizational tasks. Research conducted by Krisna and Sungkawati (2025) shows that organizational commitment has a positive and significant effect on employee performance. This shows that the higher the commitment to an employee's organization, the more it will directly improve the performance of the employee. However, the results are different from the results of the research conducted by Amelia, Khazamah, Hurairah, and Haryadi (2024) where in the research conducted there was no significant influence between organizational commitment and employee performance. This shows that high employee commitment to the organization does not directly get the performance of the employees.

2.5.8 Workload on Performance through Organizational Commitment.

According to Fernando, Bode and Lucky, (2017) Workload is the amount of work that must be borne by a position or organizational unit and is the product between the volume of work and the time norm. Workload is a process carried out by a person in completing the tasks of a job or group of positions that are carried out under normal circumstances in a certain period of time. Workload as the difference between the worker's ability and the demands of the job, will appear a feeling of boredom. Meanwhile, organizational commitment according to Sentana and Surya, (2017) Organizational commitment is the level at which employees are confident and accept the organization's goals, and want to stay with the organization. An employee's commitment to the organization is demonstrated by their active involvement in achieving organizational goals. Meanwhile, the performance of

Performance is an organizational behavior that is directly related to the production of goods or the delivery of services. Information about organizational performance is a very important thing to be used to evaluate whether the performance process carried out by the organization so far has been in line with the expected goals or not. However, in reality, many organizations are actually lacking or even not uncommon to have information about the performance in their organizations. According to Mangkunegara, (2017) Performance as the result of the function of work or the activities of a person or group in an organization that is influenced by various factors to achieve organizational goals in a certain period of time.

Employees in doing their work must be adjusted to the number of tasks and time given to complete them, this is aimed at preventing the performance of employees in the organization from decreasing. Employees in carrying out their duties are often faced with tasks that must be done together, so employees who have a high organizational commitment are needed so that the task is completed properly. This is in line with research conducted by Fifiana siska juniati (2018) Workload significantly positively affects employee performance through organizational commitment. In other words, the better the workload received by employees will be able to improve performance as well as employee commitment to the organization. However, the results of the study were different obtained by Jafar and Prabowo (2025) where the results of the research conducted revealed that there was no positive and significant influence between workload on performance through organizational commitment.

2.5.9 Training on Performance through Organizational Commitment

High performance can only be achieved if all employees and management apply training and have good work skills and have a commitment to the organization. Therefore, training, work ability and organizational commitment are elements that are absolutely encouraged and realized in the implementation of daily activities. With good training that employees have and employees are able to apply in the organization, it will affect performance.

Job training has many benefits for employees. Job training is able to encourage employees to provide their services longer in their organization, employees who become more trained, educated and more skilled so that they can increase their confidence. Job training can also function to create employee performance and is the main reason for individuals to stay or leave the organization. The training is carried out to meet the competency requirements needed to carry out the task. Employees are determined to improve leadership skills and increase insight, so the employee concerned is required to take the training required for the position. The results of research conducted by Nugraha, (2017) and Hendrawa & Wahyuni, (2016) show that organizational commitment mediates the influence of training on employee performance. Different results were presented by Bismar (2023) where the results of the study proved that there was no significant influence between training on performance through organizational commitment.

2.5.10 Team Work on Performance through Organizational Commitment.

According to Amirullah, (2015) teamwork means combining capabilities and can provide innovative solutions that are together. Teamwork is a necessity in realizing the success of performance, effective teamwork or group cooperation will be carried out if each member has a good organizational commitment. Teamwork needs to be cultured to achieve common goals, as well as this happens when companies need to divide groups to achieve company goals effectively. A person's performance will be more visible when compared directly to other employees in the team. Teamwork (*Teamworks*) will be a form of organization, a suitable job to improve the company's performance.

Sedarmayanti (2017) states that organizational commitment is the ability and willingness of an individual to align his behavior with the needs, priorities, and goals of the organization and act for the goals or needs of the organization. The combination of abilities and experience in the team in completing work based on commitment to completing tasks makes work faster to be completed without reducing the quality of the products produced, this will lead to increased employee performance. This is in accordance with the results of research conducted by Purnomo and Astuti (2022) in his research stating that there is a positive and significant relationship between teamwork and performance through organizational commitment. In addition, there are also other studies that get different results, namely research conducted by Indasari, Mulyono, and Farhan (2024) teamwork has no effect on performance through organizational commitment. So the author pours it in the form of a picture as follows:

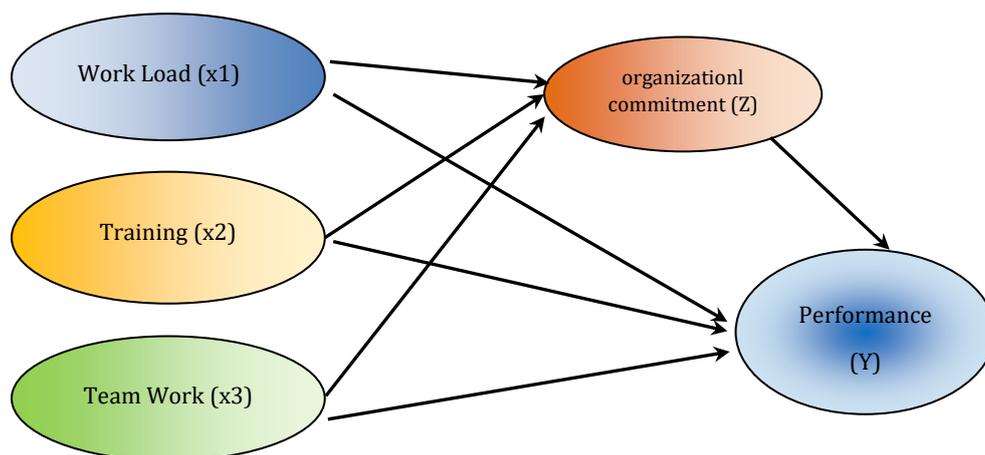


Figure 1. Research Model

2.6 Hypothesis

Hypothesis is a provisional answer to the formulation of the research problem, where the formulation of the research problem has been stated in the form of a sentence Sugiyono (2018). From the formulation of the observed problem with the proposed theory so that a conceptual model of research can be made, the hypothesis can be formulated, as follows:

Table 1. Hypothesis

- H1 : Does the workload have a direct effect on the performance of employees of the Public Works, Spatial Planning and Land Office of the Riau Islands Provincial Government?
- H2 : Does the training have a direct effect on the performance of the Public Works, Spatial Planning and Land Office of the Riau Islands Provincial Government?
- H3 : Does teamwork have a direct effect on the performance of employees of the Public Works, Spatial Planning and Land Office of the Riau Islands Provincial Government?
- H4 : Does the workload have a direct effect on the organizational commitment of employees of the Public Works, Spatial Planning and Land Office of the Riau Islands Provincial Government?
- H5 : Does training have a direct effect on the organizational commitment of the Public Works, Spatial Planning and Land Office of the Riau Islands Provincial Government?
- H6 : Does teamwork have a direct effect on the organizational commitment of employees of the Public Works, Spatial Planning and Land Office of the Riau Islands Provincial Government?
- H7 : Does the workload have an indirect effect on the performance of employees of the Public Works, Spatial Planning and Land Office of the Riau Islands Provincial Government through organizational commitment?
- H8 : Does training have an indirect effect on the performance of employees of the Public Works, Spatial Planning and Land Office of the Riau Islands Provincial Government through Organizational Commitment?
- H9 : Does Team Work have an indirect effect on the performance of Employees of the Public Works, Spatial Planning and Land Office of the Riau Islands Provincial Government through Organizational Commitment?
- H10 : Does organizational commitment have a direct effect on the performance of Employees of the Public Works, Spatial Planning and Land Office of the Riau Islands Provincial Government?

3. Methodology

The approach in this study is a quantitative approach. The population in this study is all employees who have the status of State Civil Apparatus (ASN) in the direct environment of the Public Works, Spatial Planning and Land Office of the Riau Islands Provincial Government with a total of 115 people.

Table 2. Respondent Profile

No	Gender	Sum	Percentage
1	Male	69	61,2
2	Woman	46	38,8
Total		115	100.0
No	Age	Frequency	Percent
1	< 30 Years	28	23,3%
2	30-40 Years	41	35,9%
3	> 40 Years	46	40,8%
Total		115	100.0
No	Education	Sum	Percentage
1	S2	11	7,8%
2	S1	75	69,9%
3	D3	22	18,5%
4	SMA	7	3,9%
Total		115	100.0

Source: Primary data processed with SPSS, 2024

3.1 Variable Definition

Table 3. Performance Variable Instrument Grid

Variable	Indicators	Statement Items	Scale
Performance Kasmir (2016:99),	1. Quality of Work 2. Quantity 3. Timeliness 4. Effectiveness 5. Independence 6. Responsibility	1,2,3, 4,5,6 7,8,9 10,11 12,13 14,15	Likert
Organizational Commitment Kaswan (2015:127)	1. Strong conviction 2. Engagement Rate 3. Interest Rate 4. Feeling part of the Organization 5. The Meaning of Organization for Self	1,2,3, 4,5,6 7,8,9 10,11,12 13,14,15	Likert
Workload Koesomowidjojo (2017:33)	1. Occupational Conditions 2. Use of working time 3. Targets to be achieved 4. Work Environment	1,2,3,4, 6,7,8,9, 10,11,12 13,14,15	Likert
Mangkunegara Training (2018:216)	1. Types of Training 2. Training Objectives 3. Training Materials 4. Training Methods 5. Participant Qualifications	1,2,3 4,5,6 7,8,9 10,11,12 13,14,15	Likert
Team Work Sibarani (2018:19)	1. Collaborate 2. Compactness 3. Belief	1,2,3,4,5 6,7,8,9,10 11,12,14,13,15,	Likert

Source: Secondary data processed by researchers in 2024

4. Result and Discussion

4.1 Research Results

4.1.1 Respondent Profile

The respondents in this study were dominated by male respondents of 69 respondents or 61.2% and for female respondents as many as 46 respondents or 38.8%. It is more clearly detailed in the following table:

Table 4. Respondent Profiles By Gender

No	Gender	Sum	Percentage
1	Male	69	61,2
2	Woman	46	38,8
Total		115	100.0
No	Age	Frequency	Percent
1	< 30 Years	28	23,3%
2	30-40 Years	41	35,9%
3	> 40 Years	46	40,8%
Total		115	100.0
No	Education	Sum	Percentage
1	S2	11	7,8%
2	S1	75	69,9%
3	D3	22	18,5%
4	SMA	7	3,9%
Total		115	100.0

Source: Primary data processed with SPSS, 2024

4.2 Data Analysis

4.2.1 Measurement Model Analysis (Outer Model)

The outer model designed in this study is reflective. According to Ghozali (2019:42), the indicators in the reflective model are manifestations of constructs. All indicators reflect the same construct and indicators must also have the same or similar content.

4.2.2 Composite Reliability Analysis

Composite Reliability *analysis* is a form of reliability used to assess the consistency of results across items on the same test. The *Composite Reliability test* uses a composite reliability value with the criterion that a variable is said to be reliable if the composite reliability value > 0.600 (Christiono, 2017:15).

Table 5. Internal Consistency Analysis

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
WORKLOAD	0,959	0,968	0,963	0,671
PERFORMANCE	0,964	0,969	0,968	0,700
ORGANIZATIONAL COMMITMENT	0,976	0,976	0,978	0,791
TRAINING	0,970	0,975	0,974	0,743
TEAMWORK	0,949	0,956	0,956	0,624

Source: Primary data processed with PLS, 2024

Based on the internal consistency analysis data in the table above, the results were obtained that:

1. The workload variable (X1) has a composite reliability value of $0.963 > 0.600$ then the workload (X1) is reliable,
2. The training variable (X2) has a composite reliability value of $0.974 > 0.600$, then the training variable (X2) is reliable,
3. The teamwork variable (X3) has a composite reliability value of $0.956 > 0.600$, then the teamwork variable (X3) is reliable,
4. The organizational commitment variable (Z) has a composite reliability value of $0.978 > 0.600$, then the organizational commitment variable (Z) is reliable,
5. The performance variable (Y) has a composite reliability value of $0.968 > 0.600$, then the performance variable (Y) is reliable.

4.2.3 Convergent Validity.

Convergent validity aims to determine the validity of each relationship between an indicator and its construct or latent variable. To test convergent validity, the value of outer loading or loading factor is used. An indicator is declared to meet convergent validity in the good category if the outer loading value > 0.7 . Modifications are made by removing question items from these indicators. The question item was omitted because it had an ambiguous meaning that made respondents misunderstand in answering, causing bias and invalidity of indicators.

Table 5. Outer Loading Value

	LOAD	PERFORMANCE	COMMITMENT	TRAINING	TEAMWORK
LOAD 1	0,783				
LOAD10	0,885				
LOAD11	0,845				
LOAD12	0,879				

LOAD13	0,562				
LOAD2	0,848				
LOAD3	0,802				
LOAD4	0,843				
LOAD5	0,881				
LOAD6	0,857				
LOAD7	0,830				
LOAD8	0,722				
LOAD9	0,851				
PERFORM1		0,805			
PERFORM10		0,810			
PERFORM11		0,824			
PERFORM12		0,807			
PERFORM13		0,708			
PERFORM2		0,918			
PERFORM3		0,930			
PERFORM4		0,867			
PERFORM5		0,876			
PERFORM6		0,858			
PERFORM7		0,747			
PERFORM8		0,843			
PERFORM9		0,852			
COMMIT1			0,929		
COMMIT10			0,884		
COMMIT11			0,910		
COMMIT12			0,905		
COMMIT2			0,929		
COMMIT3			0,919		
COMMIT4			0,900		
COMMIT5			0,924		
COMMIT6			0,784		
COMMIT7			0,764		
COMMIT8			0,905		
COMMIT9			0,897		

TRAINING 1				0,621	
TRAINING10				0,928	
TRAINING11				0,906	
TRAINING12				0,908	
TRAINING13				0,642	
TRAINING2				0,904	
TRAINING3				0,888	
TRAINING4				0,929	
TRAINING5				0,899	
TRAINING6				0,910	
TRAINING7				0,785	
TRAINING8				0,915	
TRAINING9				0,892	
TEAM1					0,785
TEAM10					0,851
TEAM11					0,765
TEAM12					0,771
TEAM13					0,714
TEAM2					0,814
TEAM3					0,856
TEAM4					0,849
TEAM5					0,723
TEAM6					0,793
TEAM7					0,656
TEAM8					0,797
TEAM9					0,869

Source: Primary data processed with PLS, 2024

Based on the table above, it can be seen that there are still several statements that have an outer loading value of 0.7, the data is as follows:

1. The outer loading value for the workload variable (X1) there is 1 item in question item no. 13 which has a value of less than 0.7, then there is 1 statement item in the workload variable (X1) which is not included in the next study.
2. The outer loading value for the training variable (X2) there are 2 items in question items no. 1 and 13 which have a value of less than 0.7, so there are 2 statement items in the training variable (X2) that are not included in the next study.
3. The outer loading value for the teamwork variable (X3) there is 1 item in question item no 7 which has a value of less than 0.7, then there is 1 statement item in the teamwork variable (X3) which is not included in the next study.

4. The outer loading value for the organizational commitment variable (Z) of all large question items is from 0.7, then all indicators in the organizational commitment variable (X3) are declared valid.
5. The outer loading value for the performance variable (Y) of all large question item items is 0.7, then all indicators on the performance variable (Y) are declared valid.

The researcher also conducted validity per question item on the questionnaire. The following is attached in the form of a path analysis image:

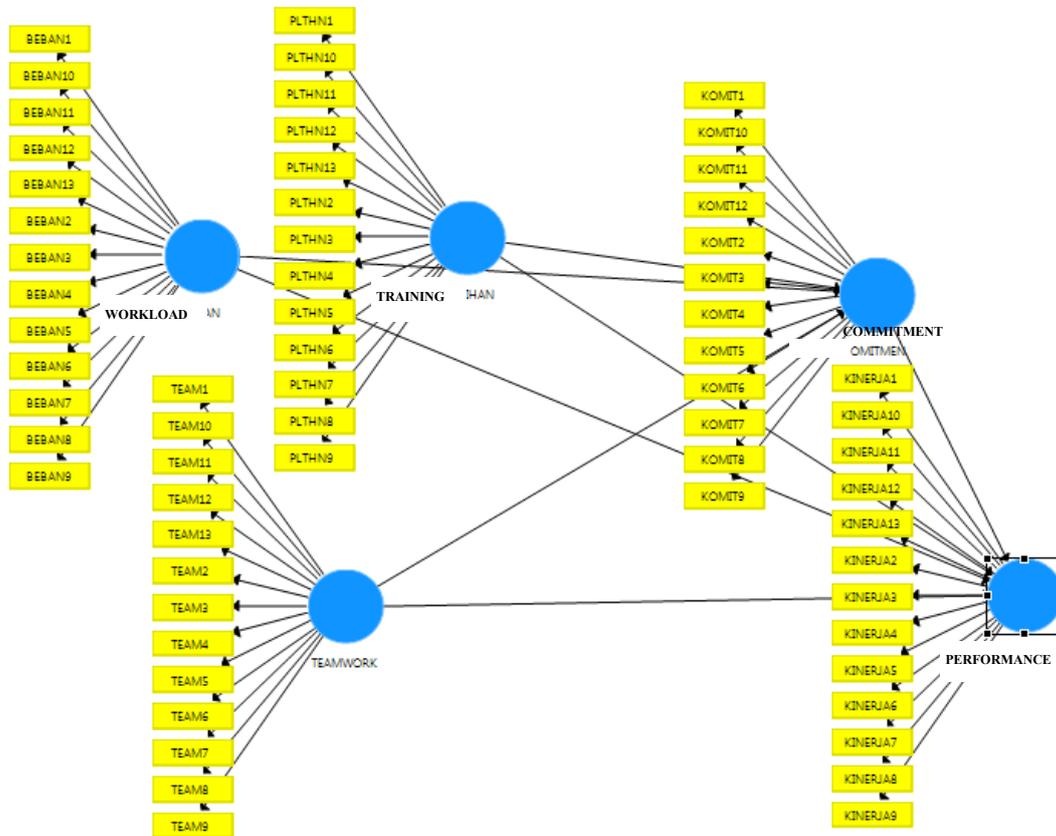


Figure 2. Convergent validity of the first instrument item
Source: Primary data processed with PLS, 2024

Based on the results in Table 2, it shows that the validity of convergence is not all variables good. This can be seen from the value of the outer *loading factor* for construction measurement, there are still statement items in some indicators that have not met the minimum level and are considered not good and not in accordance with *the rule of thumbs* (Hair *et al.*, 2014) so that these indicators in the testing of research data must be eliminated. The researcher also conducted validity per question item on the questionnaire. The following is attached in the form of a path analysis image:

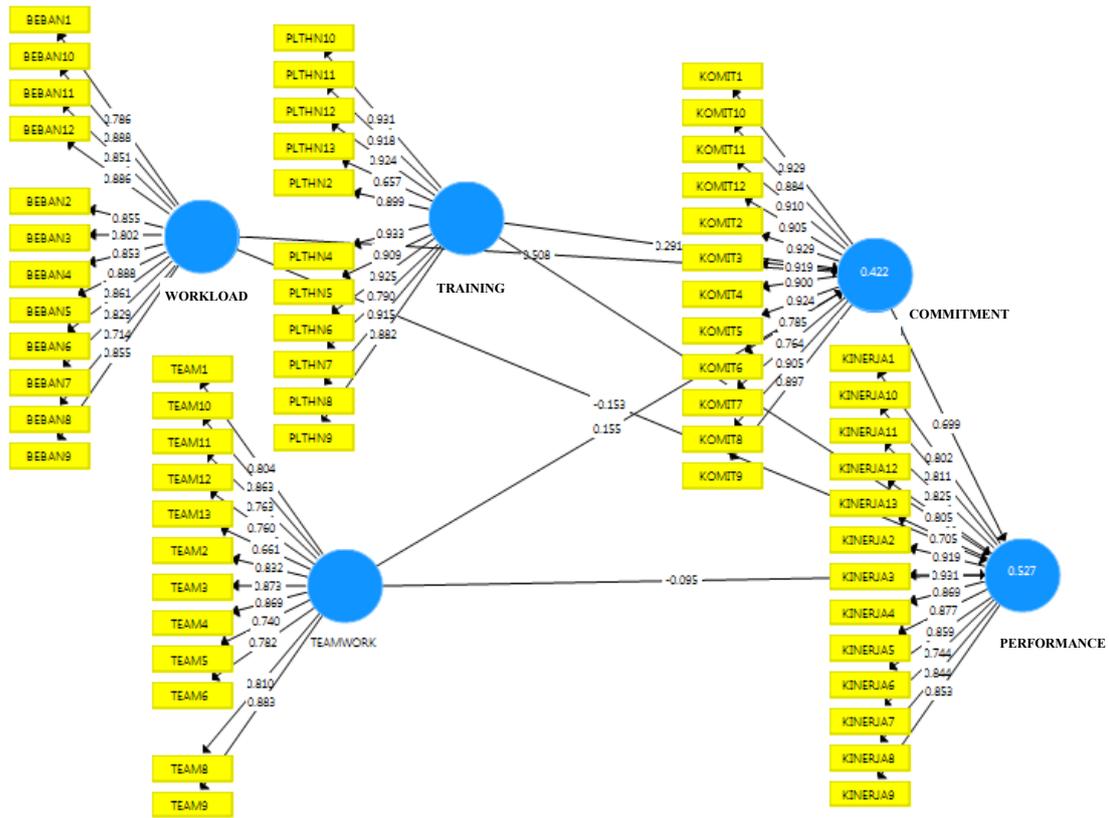


Figure 3. Validity of Convergence of second-stage instrument items

After obtaining the validity results in the previous test, it was found that there were still invalid statement item items. Therefore, retesting is carried out by removing invalid items from the path analysis in the image above so that the final result of obtaining all the items in figure 3 is valid.

4.2.4 Discrimination Utility

Discriminant validity is done to ensure that each concept of each latent model is different from the other variables. Discriminatory validity aims to assess whether an indicator of a construct variable is valid or not, namely by looking at the value of the Heterotrait - Monotrait Ratio Of Correlation (HTMT) < 0.90, then the variable has a good (valid) discriminatory validity (Hair, Hult, Ringle, & Sarstedt, 2014).

Table 6. Validity of Discrimination

	WORKLOAD	PERFORMANCE	COMMITMENT	TRAINING	TEAMWORK
WORKLOAD	0,840				
PERFORMANCE	0,218	0,836			
ORGANIZATIONAL COMMITMENT	0,539	0,670	0,889		
TRAINING	0,033	0,451	0,348	0,884	
TEAMWORK	0,140	0,156	0,302	0,258	0,806

Source: Primary data processed with PLS, 2024

Based on the table above, the correlation of the workload variable (X1) with training (X2) was obtained by 0.033. The correlation of the workload variable (X1) with teamwork (X3) is 0.140. The correlation of the workload variable (X1) with organizational commitment (Z) was 0.539. the correlation of the workload variable (X1) with the performance (Y) of 0.218. All variables have a correlation value of <0.900, thus the correlation value of all variables is declared valid. Based on the table above, the

correlation of training variables (X2) with teamwork (X3) was also obtained by 0.258, correlation of training variables (X2) with organizational commitment (Z) of 0.348, correlation of training variables (X2) with performance (Y) of 0.451. All variables have a correlation value of < 0.900, thus the correlation value of all variables is declared valid.

It can also be seen that the table above obtained the results of the correlation of the teamwork variable (X3) with organizational commitment (Z) of 0.302 the correlation of the teamwork variable (X3) with performance (Y) of 0.156, the correlation of the organizational commitment variable (Z) with performance (Y) of 0.670 All variables have a correlation value of <0.900, thus the correlation value of all variables is declared valid.

4.2.5 Structural Model Analysis (inner Model)

The structural model (*inner model*) is in principle testing between latent variables and other latent variables, both exogenous and endogenous. Inner model testing can also be said to be hypothesis testing. The test was carried out by looking at the percentage of variants described, namely R² for the latent dependent (endogenous) variable that was modeled to be influenced by the independent variable (exogenous) using the stone-geisser Q square test size, as well as looking at the magnitude of the structural path coefficient. The stability of this estimate was tested using statistical tests obtained through *the bootsraping procedure*.

4.2.6 Colinierity (Colinierity /Variance Inflation Factor/VIF)

The multicollinearity test aims to test and find out whether a regression model finds a high or perfect correlation between independent variables. This test can be found by looking at the tolerance value and variance inflation factor (VIF) value. The value used to analyze it is by looking at the Variance Inflation Factor (VIF) value. (Hair, Hult, Ringle, & Sarstedt, 2014; Garson, 2016). If the VIF value is greater than 5.00 then there is a collinearity problem, and vice versa there is no collinearity problem if the VIF value is <5.00 (Hair, Hult, Ringle, & Sarstedt, 2014).

Table 7. Collinierity

	WORKLOAD	PERFORMANCE	COMMITMENT	TRAINING	TEAMWORK
WORKLOAD		1,467	1,020		
PERFORMANCE					
ORGANIZATIONAL COMMITMENT		1,730			
TRAINING		1,218	1,072		
TEAMWORK		1,134	1,092		

Source: Primary data processed with PLS, 2024

From the data above can be described as follows:

- The VIF for the correlation of the workload (X1) with the performance (Y) is $1.467 < 5.00$ (no collinearity issues occur)
- The VIF for the correlation of training (X2) with performance (Y) is $1.218 < 5.00$ (no collinearity issues occur)
- The VIF for the correlation of teamwork (X3) with performance (Y) is $1.134 < 5.00$ (no collinearity issues occur)
- The VIF for the correlation of organizational commitment (Z) with performance (Y) is $1.730 < 5.00$ (no collegiality problems occur)

Thus, from the above data, the structural model in this case does not contain the problem of collinearity.

4.2.7 Structural Model Path Coefficient Significance Testing

In this test, there are two stages, namely testing the direct influence hypothesis and testing the indirect influence hypothesis. Testing the significance of the structural model path coefficient (*Structural Model*

Path Coefficient). This test is to determine the path coefficient of the structural model, the purpose of which is to test the significance of all relationships or hypothesis testing.

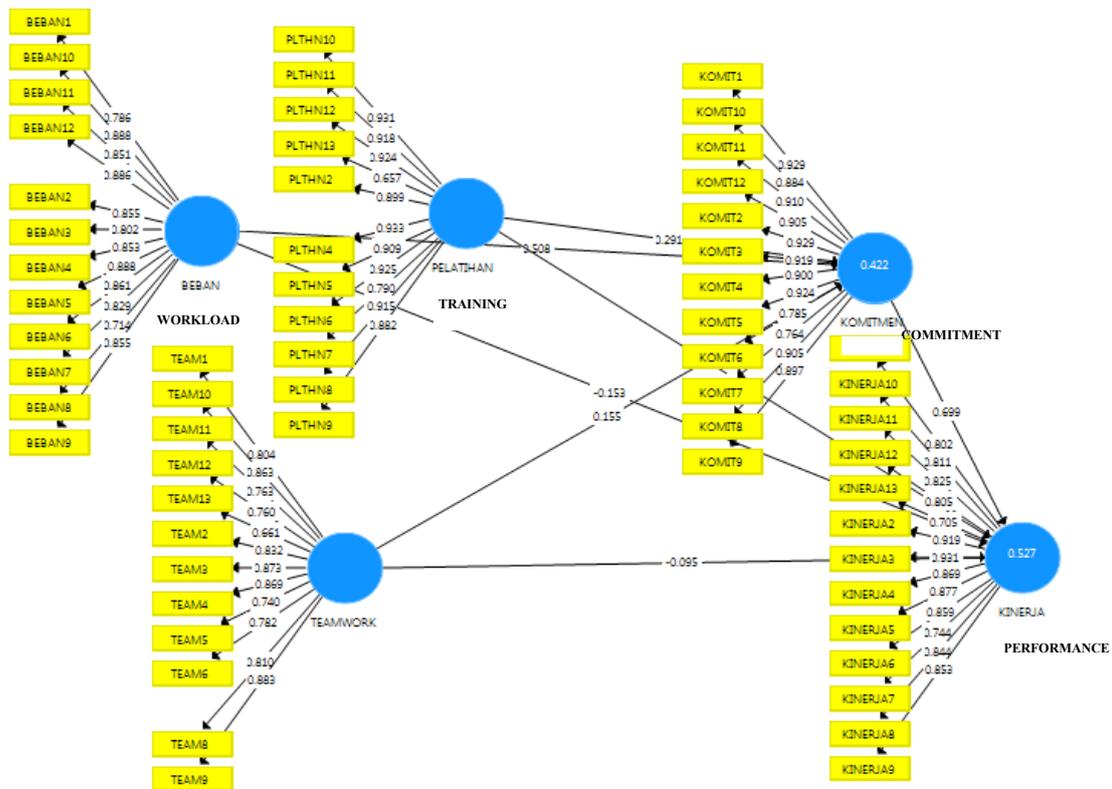


Figure 4. Hypothesis Testing with Path Analysis

4.3 Hypothesis Testing

4.3.1 Direct influence testing

Direct influence is where an exogenous latent variable affects an endogenous latent variable without being mediated or influenced by an intermediate variable. Testing the direct influence hypothesis aims to prove the hypotheses of the influence of one variable on other variables directly (without intermediaries). If the P-Value is < Alpha (0.05), then Ho is accepted (the influence of one variable with other variables is significant). If the P-Value is > Alpha (0.05), then Ho is rejected (the influence of one variable on another variable is insignificant).

Table 8. Direct Influence Hypothesis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
WORKLOAD-> PERFORMANCE	0,553	0,555	0,085	4,791	0,000
WORKLOAD ORGANIZATIONAL COMMITMENT ->	0,508	0,519	0,076	6,708	0,000
ORGANIZATIONAL COMMITMENT-> PERFORMANCE	0,699	0,700	0,081	8,640	0,000
TRAINING -> PERFORMANCE	0,238	0,232	0,071	3,363	0,001
TRAINING -> ORGANIZATIONAL COMMITMENT	0,291	0,289	0,069	4,215	0,000
TEAMWORK -> PERFORMANCE	-0,095	-0,089	0,076	1,247	0,213

TEAMWORK ORGANIZATIONAL COMMITMENT ->	0,455	0,157	0,104	3,501	0,028
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Source: Primary data processed with PLS, 2024

1. The direct influence of the workload variable on the performance variable has a path coefficient value of 4.791 (positive), meaning that an increase in the given workload will be followed by an increase in the value of the performance variable. The influence of workload variables on performance has P-Values of $0.000 < 0.05$, so it can be stated that there is a very significant direct influence between workload and employee performance.
2. The direct influence of the training variable on the employee performance variable has a path coefficient of 3.363 (positive), then the increase in the value of the training variable will be followed by the increase in the employee performance variable. The influence of training variables on employee performance variables has a P-Values of $0.001 < 0.05$, so it can be stated that there is a very significant positive direct influence between training and employee performance.
3. The direct influence of the teamwork variable on the performance variable has a path coefficient of 1.247 (positive), then the increase in the value of the teamwork variable will be followed by the increase in the performance variable. The influence of teamwork variables on performance variables has P-Values of $0.213 < 0.05$, so it can be stated that there is a positive but insignificant direct influence of teamwork on performance variables.
4. The direct influence of the workload variable on organizational commitment has a path coefficient of 6.708 (positive), meaning that an increase in the workload given will be followed by an increase in the value of the organizational commitment variable. The influence of workload variables on employee organizational commitment has P-Values of $0.000 < 0.05$, so it can be stated that there is a significant positive direct influence between workload on employee organizational commitment.
5. The direct influence of the training variable on organizational commitment has a path coefficient of 4.215 (positive), this means that the increase in the value of the Training variable will be followed by an increase in the organizational commitment variable. The influence of training variables on organizational commitment variables has P-Values of $0.018 < 0.05$, so it can be stated that there is a significant positive direct influence between training variables on organizational commitment variables.
6. The direct influence of the teamwork variable on organizational commitment has a path coefficient of 3.501 (positive), meaning that there is an increase in the value of the teamwork variable, which will be followed by an increase in the value of employee organizational commitment. The influence of the teamwork variable on the organizational commitment variable has a P-Value of $0.028 < 0.05$, so it can be stated that there is a significant direct influence between teamwork on organizational commitment.
7. The direct influence of the organizational commitment variable on the employee performance variable has a path coefficient of 8.640 (positive), meaning that the increased organizational commitment of employees will be followed by the value of the employee performance variable. The influence of organizational commitment variables on employee performance variables has P-Values of $0.000 < 0.05$, so it can be stated that there is a significant positive direct influence between organizational commitment and employee performance.

4.3.2 Indirect Influence Testing

Indirect influence testing aims to prove hypotheses of the influence of one variable on other variables indirectly (through intermediaries). If the correlation value of the indirect influence coefficient is the direct influence coefficient, then the intervening variable mediates the relationship between one variable and another. On the other hand, if the correlation value of the indirect influence coefficient of direct influence, then the intervening variable does not mediate the relationship between one variable and another.

Table 9. Indirect Influence Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
WORKLOAD-> ORGANIZATIONAL COMMITMENT-> PERFORMANCE	0,355	0,363	0,071	5,014	0,000
TRAINING -> ORGANIZATIONAL COMMITMENT -> PERFORMANCE	0,203	0,202	0,055	3,699	0,000
TEAMWORK -> ORGANIZATIONAL COMMITMENT -> PERFORMANCE	0,209	0,209	0,073	2,529	0,012

Source: Primary data processed with PLS, 2024

1. The indirect effect of workload on performance intervened by organizational commitment has a statistical T value of $5.014 > 1.96$ and a P Value of $0.00 < 0.05$, meaning that the effect of workload on employee performance intervened by organizational commitment has a significant effect.
2. The indirect effect of training on the performance intervened by the organizational commitment of employees has a statistical T value of $3.699 > 1.96$ and a P Value of $0.00 < 0.05$, meaning that the effect of training on the performance of employees intervened by organizational commitment has a significant effect.
3. The indirect influence of teamwork on performance intervened by organizational commitment has a statistical T value of $2.259 > 1.96$ and a P Value of $0.012 < 0.05$, meaning that the effect of workload on the performance of employees intervened by organizational commitment has a significant effect.

4.3.3 Coefficient of Influence (R Square)

R-Square is a measure of the proportion of variation in the value of the variable that is affected (endogenous) and can be explained by the variable that affects it (exogenous). This is useful for predicting whether the model is good or bad (Juliandi, 2018). The criteria for R-Square according to Juliandi (2018) are as follows:

1. If the value of R^2 (adjusted) = 0.75 the model is substantial.
2. If the value of R^2 (adjusted) = 0.50 the model is moderate.
3. If the R^2 (adjusted) value = 0.25 the model is weak.

Table 10. Data R Square

	R Square	R Square Adjusted
PERFORMANCE	0,527	0,510
ORGANIZATIONAL COMMITMENT	0,422	0,406

Source: Primary data processed with PLS, 2024

The conclusion of the r-square value test on performance is that the R-Square Adjusted for the path model using the moderator variable is 0.510. This means that the ability of variable workloads, training, teamwork with moderation of organizational commitment in explaining Performance is 51.0%. Thus, the model is classified as Moderate

5. Conclusion

5.1 Conclusion

The results of the findings of data analysis in the discussion and testing of the hypothesis, can be concluded as follows:

1. The direct influence of workload variables on performance variables has a path coefficient value of 4.791 (positive), P-Values of $0.000 < 0.05$, the results of this study mean that workload has a

- significant effect on employee performance in the Public Works, Spatial Planning and Land Office of the Riau Islands Provincial Government.
2. The direct influence of training variables on employee performance variables has a path coefficient of 3.363 (positive), P-Values of $0.001 < 0.05$, the results of this study indicate that training has a significant effect on employee performance at the Public Works, Spatial Planning and Land Office of the Riau Islands Provincial Government.
 3. The direct influence of teamwork variables on performance variables has a path coefficient of 1.247 (positive), P-Values of $0.213 < 0.05$, the results of this study indicate that teamwork has an effect but not significantly on the performance of employees in the Public Works, Spatial Planning and Land Office of the Riau Islands Provincial Government.
 4. The direct influence of workload variables on organizational commitment has a path coefficient of 6.708 (positive), P-Values of $0.000 < 0.05$, so it can be stated that there is a significant positive direct influence between workload on organizational commitment in the Public Works, Spatial Planning and Land Office of the Riau Islands Provincial Government.
 5. The direct influence of training variables on organizational commitment has a path coefficient of 4.215 (positive), P-Values of $0.018 < 0.05$, the results of this study indicate that there is a significant positive direct influence between training variables on organizational commitment variables in the Public Works, Spatial Planning and Land Office of the Riau Islands Provincial Government.
 6. The direct influence of the teamwork variable on organizational commitment has a path coefficient of 3.501 (positive), P-Values of $0.028 < 0.05$, so it can be indicated that there is a significant direct influence between teamwork on organizational commitment in the Public Works, Spatial Planning and Land Office of the Riau Islands Provincial Government.
 7. Based on the results of the hypothesis test on the indirect influence of workload on performance intervened by organizational commitment, it has a statistical T value of $5.014 > 1.96$ and a P Value of $0.00 < 0.05$, meaning that the influence of Workload on employee performance in the Public Works, Spatial Planning and Land Office of the Riau Islands Provincial Government which is intervened by organizational commitment has a significant effect.
 8. Based on the results of the hypothesis test on the indirect effect of training on performance intervened by organizational commitment, it has a statistical T value of $3.699 > 1.96$ and a P Value of $0.00 < 0.05$, meaning that the effect of training on employee performance at the Public Works, Spatial Planning and Land Office of the Riau Islands Provincial Government which is intervened by organizational commitment has a significant effect.
 9. Based on the results of the hypothesis test on the indirect influence of teamwork on the performance intervened by organizational commitment, it has a statistical T value of $2.259 > 1.96$ and a P Value of $0.012 < 0.05$, meaning that the influence of teamwork on employee performance at the Public Works, Spatial Planning and Land Office of the Riau Islands Provincial Government which is intervened by organizational commitment has a significant effect.
 10. The direct influence of the organizational commitment variable on the employee performance variable has a path coefficient of 8.640 (positive), a P-Value of $0.000 < 0.05$, so it can be indicated that there is a significant direct influence between organizational commitment on employee performance in the Public Works, Spatial Planning and Land Office of the Riau Islands Provincial Government.

5.2 Suggestion

Based on the conclusion of the results of the study mentioned above, in accordance with the objectives of this study, it is recommended as follows:

1. In optimizing the workload that is the obligation of employees, it is recommended that a clear SOP needs to be made related to the implementation of work. In addition, there needs to be a division of duties in development supervision, preferably divided based on the location of supervision so as to make it easier for employees in the supervision process.
2. To improve the training of employees, several follow-up efforts need to be made, including motivating employees to be more active in seeking information about training taught by external parties. Facilitate permits for employees to take part in training and hold independent training (in-

- house training) for employees within the Public Works, Spatial Planning and Land Office of the Riau Islands Provincial Government.
3. To improve teamwork among employees, several improvements need to be made, including the need to form a work team or teamwork in the process of supervising development projects. For example, in 20 work packages can be supervised by 2 work teams, this will certainly make it easier for employees to carry out supervision.
 4. To increase organizational commitment, several improvements need to be made, including making an event such as a family gathering for all employees and families so that there is emotional closeness between employees so that the work atmosphere becomes more like family so that it will make employees more comfortable and have a new family.
 5. To improve the performance of employees, several improvements need to be made, among others. There is a need to improve the competence of employees, such as advising employees to be more active in improving knowledge and skills so that it is easier to complete work.
 6. For future research, it is recommended to examine other variables that affect performance, such as leadership, compensation, employee trust in leadership and on different objects that may have an influence on employee performance.
 7. For the Public Works, Spatial Planning and Land Office of the Riau Islands Provincial Government in order to be able to make improvements to employee competence by including employees in training so that employee competence becomes better and it is necessary to divide employee teamwork by combining senior employees who have good competence with new employees who do not have good competence.

5.3 Implication

The implications of this study can be stated as follows.

1. Theoretical implications
Theoretically, the employee performance model will involve aspects of workload, training and teamwork in the development of the concept of substance study in increasing the commitment of employee organizations to get optimal performance, in addition there are a number of other variables that have not been researched that can be developed including, work environment, self-efficacy, work attitude, discipline and so on but also supporting substance in improving employee performance.
2. Implications of practice
Based on the conclusion that has been stated, there is a relationship between workload, training and teamwork on employee performance. This proves that workload, training and teamwork are one of the factors that determine the performance of employees.
3. Methodological implications

Causality is the principle of cause and effect whose knowledge and knowledge which can be automatically known without the need for knowledge and the intermediary of other sciences; that every event acquires certainty and necessity and the specificities of its existence due to something or various other things that precede it, are things that are accepted without doubt and do not require rebuttal. Other research studies with similar models are expected to use more credible causal data

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