



The Effect of Workload and Integrity on Employee Performance Mediated by Organizational Commitment at the National Land Agency Regional Office of Aceh Province

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ABSTRACT

This research aims to assess the role of organizational commitment in mediating the effects of workload and integrity on employee performance at the Aceh Province Regional Office of BPN. The study targets all civil servants (ASN) working at the office, totaling 241 employees. By employing a census method, the entire population was used as the sample. Data analysis was conducted using the Structural Equation Modeling (SEM) technique. The results reveal that workload has a negative effect on organizational commitment, while integrity positively influences organizational commitment. Additionally, workload negatively affects employee performance, whereas integrity has a positive impact on employee performance. Furthermore, organizational commitment positively contributes to employee performance and serves as a partial mediator in the relationship between the studied variables

INTRODUCTION

Human resources are essential in both individual and group dynamics, playing a pivotal role in ensuring organizational efficiency. Their contribution is often a decisive factor in determining an organization's success or failure. While technological capabilities and financial resources are important, the value of human capital remains a fundamental pillar for achieving organizational success.

Human resources are deemed vital as they significantly influence an organization's efficiency and effectiveness, while also representing a primary cost component in the execution of its activities (Simamora, 2019). Humans consistently play an active role in organizational activities, serving as planners, implementers, and key decision-makers in achieving organizational objectives. This positions them as valuable assets that must be nurtured, with a focus on enhancing both efficiency and productivity (Hasibuan, 2018). When individuals within an organization, as its human resources, operate effectively, the organization as a whole will also function efficiently.

Employees contribute to organizational outcomes through their performance, which refers to the tangible results of their work or the actual behaviors they exhibit in line with their roles. Every organization aims to achieve specific objectives, such as generating profits, which are realized through the activities performed by its employees. Enhancing employee performance directly impacts and improves the overall performance of the organization.

The National Land Agency (BPN), as outlined in Presidential Regulation of the Republic of Indonesia Number 20 of 2015, is tasked with executing governmental functions related to land affairs in compliance with applicable laws and regulations. The Aceh Regional Office of BPN envisions creating a trusted and world-class spatial planning and land management system that serves the community effectively. This vision aligns with the goal of supporting the realization of an "Advanced Indonesia that is Sovereign, Independent, and Characterized by Mutual Cooperation."

Employee performance is assessed using Employee Performance Targets (SKP), which serve as a work plan and set specific goals that must be achieved by each employee. SKP is an essential component in the Civil Servant Work Performance Assessment, established by the Civil Service Law and further detailed in Government Regulation (PP) No. 30 of 2019. The evaluation process involves observation by the assessor, who may also consider input from colleagues within the same work unit. The Work Behavior Assessment, conducted by the Civil Servant Performance Assessment Officer, can include peer evaluations and is typically performed every semester. According to PP 30, performance ratings are categorized as follows: Very Good (score 110–120), Good (score 90–109), Sufficient (score 70–89), Less (score 50–69), and Very Less (score below 50). A Very Good rating requires not only high performance but also the creation of new ideas or methods that enhance organizational outcomes. The most recent updates to this regulation emphasize the need for continuous development and innovation, ensuring that performance assessments not only focus on results but also on the contribution to organizational growth and the achievement of national goals.

The overall assessment of Employee Performance Targets (SKP) for National Land Agency (BPN) employees is still far from optimal. Data obtained from BPN indicates a decline in performance achievement between 2017 and 2023. In 2016, employee performance received a score of 91.02, falling within the "Good" category. By 2023, however, the score had decreased to 88.31, placing it in the "Sufficient" category. This decline highlights that employee performance has not yet reached its full potential, largely due to a decrease in SKP achievements. The SKP assessment is based on three key aspects: quantity, quality, and time. The primary issue for BPN employees lies in the time aspect, as many frequently fail to complete tasks within the designated deadlines. Performance, in this context, refers to the results achieved by employees according to established job criteria. Improving employee performance will directly impact organizational success, as effective employees contribute significantly to achieving the agency's goals and broader national objectives.

According to the results of a pre-survey conducted with 30 respondents on the employee performance variable, the average score was 3.72. Since the average value exceeds 3.41, it indicates that performance is generally in the "good" range. However, there are still specific indicators with lower average scores, particularly in areas where respondents feel unable to handle more than one task at a time. This suggests that while overall performance is on par, it still lacks optimal efficiency, and employees face challenges in multitasking effectively.

One of the key factors influencing employee performance is organizational commitment. Commitment plays a crucial role in the workplace, as it serves as a driving force that motivates individuals to perform effectively according to expectations. When employees' commitments and job satisfaction align with their work expectations, it leads to improved performance. Performance refers to the level at which tasks are carried out and the ability to meet quality and quantity goals—whether achieved by individuals, teams, or entire organizations. Performance is considered good and successful when set objectives are achieved efficiently. Employees with strong performance contribute significantly to helping the organization reach its goals. On the other hand, if employee performance is subpar, it becomes challenging—or even impossible—for the organization to accomplish its objectives.

Organizational commitment serves as a key driver of employee job satisfaction, playing both direct and indirect roles in improving performance. High organizational commitment acts as a significant motivating factor, encouraging employees to perform effectively. Commitment can be broken down into two components: attitude and will. The attitude aspect involves an employee's identification with the organization—specifically, the acceptance of organizational goals. This acceptance forms the foundation of an employee's commitment. Organizational identification is demonstrated through behaviors such as agreement with organizational policies, alignment between personal values and organizational values, and a sense of pride in being part of the organization. These elements collectively foster a stronger sense of belonging, which ultimately enhances employee performance. The results of research by

Yunus et al. (2015) and Adam et al. (2017) found that work commitment affects employee performance.

Based on the results of a pre-survey conducted with 30 respondents on the organizational commitment variable, the average score was 3.69. Since the average value exceeds 3.41, it indicates that organizational commitment is generally in the “good” range. However, there are still specific indicators with lower average scores, where respondents feel that they might eventually leave the organization. This suggests that organizational commitment has not yet reached its full potential, as not all employees feel fully engaged or connected to the organization.

Efforts to improve employee performance must consider both physical and mental workloads. To achieve optimal performance, organizations need to pay close attention to the well-being and capacity of their human resources, as the human body is naturally designed to handle daily work activities. With muscle mass accounting for almost half of the body weight, humans have the strength and ability to perform various tasks. By carefully managing workload, organizations can determine the extent to which their employees can handle maximum demands and assess how this impacts overall organizational performance. Properly aligned workload is crucial, as it directly influences employee effectiveness and can significantly contribute to achieving the organization’s goals (Hasibuan, 2018).

Excessive workload should never be viewed as normal, as its consequences can be severe and far-reaching. Beyond just affecting employee performance, an excessive workload can lead to significant health issues, including mental and physical fatigue, and in extreme cases, even death. In Indonesia, numerous empirical studies have highlighted the detrimental impact of workload and work environment on employee performance, emphasizing the urgent need for organizations to manage workloads effectively to ensure the well-being and productivity of their workforce. The results of research by Inegbedion et al. (2020) and Manalu et al. (2022) state that workload has a significant effect on employee performance.

Based on the results of the pre-survey, it was found that the workload perceived by respondents is still relatively low, with an average score of 3.32. This falls into the “less than good” category ($3.32 < 3.41$), indicating that employees still feel that the workload is not properly balanced or appropriate for their capacity. This suggests a need for organizations to reassess and manage workload levels to ensure they align with employee abilities, which could help improve both performance and overall job satisfaction.

Another key factor influencing employee performance is integrity. Integrity serves as the foundation for building strong organizational performance and achieving success. It encompasses qualities such as honesty, responsibility, discipline, ethical behavior, trustworthiness, diligence, persistence, and reliable work conduct. Integrity should be the guiding principle behind all work behavior, ensuring that tasks are performed with high quality and alignment with organizational goals. Research by Rakhmanto et al. (2021) has shown that integrity significantly impacts organizational performance, while

studies conducted by Syahrudin & Toharduin (2020) further support this, confirming the positive relationship between integrity and employee performance.

Based on the results of a pre-survey conducted with 30 respondents on the integrity variable, the average score was 3.53, which indicates that integrity is generally in the "good" category (since the average value is greater than 3.41). However, there are still specific indicators with lower average scores, where respondents feel hesitant to openly disclose everything that occurred. This suggests that while integrity is present, it has not yet reached its full potential, as employees may still struggle with fully embracing transparency and ethical behavior.

Based on the previous background, the researcher is motivated to conduct a study titled "The Influence of Workload and Integrity on Employee Performance Mediated by Organizational Commitment at the National Land Agency Regional Office of Aceh Province." This research aims to examine how workload and integrity directly impact employee performance, as well as how organizational commitment serves as a mediating factor in this relationship. By exploring these key variables, the study seeks to identify strategies that can enhance employee productivity and overall organizational success at BPN Aceh

LITERATURE REVIEW

Employee Performance

According to Siagian (2016), employee performance refers to the overall ability of an individual to work effectively in a way that optimally achieves organizational goals, with minimal sacrifice compared to the results obtained. Susanto (2019) defines employee performance as the level of achievement demonstrated by an individual or employee within an organization, which contributes to increased productivity. Wibowo (2020) further elaborates by stating that employee performance is measured based on the standards and criteria set by the organization. Effective management of employee performance is aimed at enhancing the overall performance of the organization.

Specifically for State Civil Apparatus (ASN), employee performance measurement follows Indonesian Government Regulation Number 46 of 2011 concerning ASN Work Performance Assessment. This regulation divides performance assessment into two main elements: 1) ASN Work Targets (SKP), which measure an employee's specific work objectives, and 2) Behavioral Work Assessments, which evaluate the adherence to organizational values, ethics, and teamwork. These elements together provide a comprehensive framework for assessing ASN performance:

ASN Work Targets (SKP). are work plans and performance targets that must be achieved by a State Civil Apparatus (ASN), carried out within a specified timeframe. ASN work targets encompass several key aspects:

- a. Quantity refers to the measure of the amount or number of work results achieved by an ASN.
- b. Quality indicates the measure of the quality of each work result produced by the ASN.
- c. Time assesses the length of the process taken to complete each work result.

- d. Costs pertain to the budget allocated for achieving each work result by an ASN.

These aspects collectively form the basis for evaluating an ASN's performance, ensuring that both quantity and quality of work are aligned with organizational goals while considering the time and resources invested.

Behavioral Work Assessments

Work Behavior refers to any behavior, attitude, or action carried out by a State Civil Apparatus (ASN) that should or should not be performed in accordance with the provisions of applicable laws and regulations. The elements of Work Behavior include:

- a. Service Orientation refers to the quality of service provided by the ASN to the public or internal stakeholders.
- b. Integrity pertains to honesty and ethical behavior in performing work duties.
- c. Work Behavior describes the general conduct and work habits of ASN employees towards the organization.
- d. Discipline refers to the adherence to working hours and maximizing productivity during working hours.
- e. Cooperation involves maintaining good relationships and teamwork with colleagues and other co-workers.
- f. Leadership refers to the supervision and guidance provided by leaders to ensure the quality and timeliness of work results.

These elements serve as the foundation for assessing the work behavior of ASNs, ensuring that their actions align with both individual responsibilities and organizational expectations.

Organizational Commitment

According to Yusuf & Syarif (2018:25), organizational commitment is a central topic that serves as a key focus for both organizational management and researchers interested in human behavior. Mardiyana et al. (2019:103) define organizational commitment as an employee's strong attachment to a specific organization, driven by a desire to contribute to and remain a part of that organization. Robbins (2016:100) further describes organizational commitment as an employee's alignment with organizational goals and the willingness to maintain their membership in the organization. High organizational commitment indicates an employee's loyalty to the organization and their readiness to engage actively in its objectives.

The employee's organizational commitment is relative to the individual in identifying their involvement within the organization itself (Wibowo, 2015). The indicators used to assess organizational commitment include:

1. A Sense of Belonging to the Organization: This refers to employees always feeling a sense of ownership and belonging to the organization.
2. A Sense of Attachment to the Organization: This indicates the emotional connection employees feel, making it difficult for them to distance themselves from the organization.
3. The Personal Meaning of the Organization: This evaluates how much significance the organization holds for the employee and how it impacts their personal life.
4. Willingness to Stay in the Organization: This reflects the employee's perception of the organization's importance and their commitment to remain part of it.
5. Pride in the Organization: This shows the sense of satisfaction and pride employees feel in being part of the organization.
6. Loyalty to the Organization: This measures the employee's loyalty and dedication to the organization, demonstrating their willingness to stay and contribute to its success.

These indicators collectively help in measuring the depth of an employee's commitment to the organization.

Workload

According to Budiasa (2021), workload refers to the perception of tasks that employees must complete within a specific period of time and the effort required to manage work-related problems. It encompasses the range of tasks assigned to employees that need to be performed within a given timeframe. Additionally, Basamalah et al. (2021) describe workload as the set of tasks that employees must accomplish within a defined time limit. Since human work involves both mental and physical effort, each individual experiences different levels of workload. According to Nurhasanah and Jufrizen (2023), workload is defined as the collection of tasks or responsibilities that need to be completed based on predetermined time constraints, where these tasks must be finalized exactly by the designated deadlines.

According to Koesomowidjojo (2017), the indicators of workload include:

1. Working Time: The amount of time employees spend on their tasks within a given period.
2. Number of Jobs: The total number of tasks assigned to employees that need to be completed.
3. Assigned Tasks: The specific responsibilities or duties that have been delegated to employees.
4. Work Pressure: The level of stress or pressure experienced by employees due to the volume or difficulty of their tasks.

These indicators help in assessing the extent of workload faced by employees and its impact on their performance.

Integrity

Integrity is a crucial factor that significantly impacts employee performance. According to Mangkunegara (2016), one of the key factors influencing employee performance is an individual's psychological aspect—specifically, employees who demonstrate high integrity by aligning their physical actions with their spiritual values. Kibtiyah (2016) defines integrity as the alignment between a person's trustworthiness and honesty, which fosters a sense of reliability. Integrity is essential in building shared goals and ensuring that actions consistently reflect ethical principles. Syamsir and Embi (2020) further emphasize that integrity involves the alignment between one's heart, speech, and actions, ensuring consistency in behavior. However, issues related to integrity often pose challenges that can negatively impact employee performance.

According to Sukrisno (2018), several indicators underlie integrity, including:

1. **Honesty:** This refers to speaking and acting in alignment with one's conscience, ensuring that what is said matches reality.
2. **Courage:** This involves having the bravery to reveal the truth and take necessary actions, even in challenging situations.
3. **Wise Attitude:** This indicates the ability to approach problems with wisdom, carefully analyzing situations before making decisions.
4. **Responsibility:** Integrity also involves taking responsibility for one's actions, ensuring that decisions made do not negatively impact others.

These indicators are essential in assessing and fostering integrity within an individual and the organization.

METHODOLOGY

Population and Research Sample

This study employs a quantitative research design to analyze the relationships between workload, integrity, organizational commitment, and employee performance at the Aceh Province BPN Regional Office. Data collection is conducted using structured questionnaires and in-depth interviews to gather both qualitative and quantitative insights. The survey method serves as the primary approach, where standardized questionnaires are distributed to all ASN employees, measuring key variables such as workload, integrity, organizational commitment, and employee performance. Additionally, interviews will be conducted with selected employees to gain deeper qualitative perspectives on their work experiences and organizational practices.

The population for this research consists of 241 ASN employees at the Aceh Province BPN Regional Office, and census sampling is used, meaning the entire population is included in the sample. The variables under study are workload, integrity, organizational commitment, and employee performance, with organizational commitment acting as a mediating variable. The survey instruments are validated and reliable, ensuring accurate measurement of each construct.

Data Analysis Methods

Data analysis will employ Structural Equation Modeling (SEM) using AMOS version 22.0, which helps examine the direct and indirect relationships between the key variables. Descriptive statistics will be used to summarize the data, while inferential analyses will test the hypotheses regarding the impact of workload and integrity on employee performance, with organizational commitment serving as a potential mediator. Validity and reliability of the survey instruments will be assessed through confirmatory factor analysis (CFA) and Cronbach's alpha to ensure the consistency and accuracy of the measurements used in the study.

RESULTS AND DISCUSSION

Research Result

The Structural Equation Model (SEM) analysis in this study is carried out after first assessing the unidimensionality of the indicators that form the latent variables, which is tested through confirmatory factor analysis. Once the unidimensionality is confirmed, the full model SEM analysis is performed. This involves conducting both suitability tests and statistical tests to ensure the model fits the data adequately. The suitability tests examine how well the model aligns with the observed data, while the statistical tests help determine the significance of the relationships between the variables. Through this process, the researcher can evaluate the structural relationships and provide accurate interpretations of the impact of workload, integrity, and organizational commitment on employee performance.

Hypothesis Testing

After all assumptions have been satisfied, the next step in the research process is to test the hypotheses proposed in the previous chapter. The testing of the eight research hypotheses is conducted based on the Critical Ratio (CR) values of the causal relationships, which are derived from the results of SEM processing. The results are analyzed to determine the strength and direction of the relationships between workload, integrity, organizational commitment, and employee performance. The significance of each hypothesis is assessed using the CR values, and the findings are presented and interpreted accordingly. The detailed results of this analysis can be found in Table 4.12 below.

Table 1. Standardized Regression Weight Structural Equational Model

	Influence	Estimate	SE	CR	P	R-Square
Organizational Commitment	<--- Workload	-0.416	0.094	-5.725	0.000	0.914
Organizational Commitment	<--- Integrity	0.499	0.113	6.761	0.000	
Employee Performance	<--- Workload	-0.393	0.101	-4.814	0.000	0.929
Employee Performance	<--- Integrity	0.318	0.151	4.713	0.000	
Employee Performance	<--- Organizational Commitment	0.488	0.109	5.938	0.000	

Source: Processed Primary Data, (2022)

Based on the results of the SEM analysis in Table 1 and the statistical equations (1) and (2), the following outcomes can be formulated:

- Organizational Commitment = $-0.416 * \text{Workload} + 0.499 * \text{Integrity}$
- Employee Performance = $-0.393 * \text{Workload} + 0.318 * \text{Integrity} + 0.488 * \text{Organizational Commitment}$

From Table 1, the R-square value for the influence of Workload and Integrity on Organizational Commitment is 0.914. This indicates that together, the variables of Workload and Integrity explain 91.4% of the variance in Organizational Commitment, while the remaining 8.6% is explained by other factors outside the study.

Similarly, the R-square value for the combined influence of Workload, Integrity, and Organizational Commitment on Employee Performance is 0.929. This shows that these variables together explain 92.9% of the variance in Employee Performance, with the remaining 7.1% attributable to other external factors not included in the study.

Influence Workload towards Organizational Commitment

The effect of Workload on Organizational Commitment yielded a Critical Ratio (CR) value of -5.725, with a significance level of 0.000. This indicates a statistically significant relationship between Workload and Organizational Commitment. The magnitude of the effect of Workload on Organizational Commitment is -0.416, which corresponds to 41.6%. This result suggests that a decrease in Workload will lead to a positive and significant increase in Organizational Commitment.

In other words, when employees experience a reduction in their workload, they tend to feel more connected and committed to their organization. High workloads often lead to stress, burnout, and decreased job satisfaction, which in turn negatively impacts employees' sense of attachment and loyalty to the organization. By alleviating excessive workloads, employees can focus better on their tasks, feel less overwhelmed, and develop a stronger sense of belonging and alignment with organizational goals, ultimately boosting their commitment to the organization

Influence Integrity towards Organizational Commitment

The influence of Integrity on Organizational Commitment yielded a Critical Ratio (CR) value of 6.5761, with a significance level of 0.000. This demonstrates a statistically significant and positive relationship between Integrity and Organizational Commitment. The magnitude of the effect of Integrity on Organizational Commitment is 0.499, which corresponds to 42.9%. This finding implies that when employees display high levels of integrity – such as honesty, responsibility, ethical behavior, and trustworthiness – they are more likely to develop a stronger sense of attachment and alignment with their organization. Integrity serves as a foundation for building trust and credibility within the workplace, which fosters a deeper connection to organizational goals and values. As employees demonstrate integrity in their actions and decisions, they are more inclined to feel committed to the organization, take pride in their work, and engage more deeply in their responsibilities. Thus, integrity significantly enhances organizational commitment

Influence Workload on Employee Performance

The effect of Workload on Employee Performance resulted in a Critical Ratio (CR) value of -4.814, with a significance level of 0.000. This indicates a statistically significant and negative relationship between Workload and Employee Performance. The magnitude of the effect of Workload on Employee Performance is -0.393, which translates to 39.3%.

This implies that when employees experience a high workload – either due to an excessive number of tasks, tight deadlines, or work-related stress – their performance tends to decline. High workloads can lead to increased fatigue, decreased focus, and reduced efficiency, all of which negatively impact the quality and quantity of work produced. Conversely, by reducing workload, employees can better manage their responsibilities, reduce stress, and improve overall performance. Therefore, minimizing workload can have a positive and significant impact on enhancing employee performance, leading to greater productivity and effectiveness in achieving organizational goals

Influence Integrity on Employee Performance

The influence of Integrity on Employee Performance resulted in a Critical Ratio (CR) value of -4.713, with a significance level of 0.000. This indicates a statistically significant and positive relationship between Integrity and Employee Performance, as the significance value is less than 0.05.

The magnitude of the influence of Integrity on Employee Performance is 0.318, which corresponds to 31.8%. This means that as Integrity among employees increases – reflected in honesty, responsibility, ethical behavior, and trustworthy actions – their overall performance improves. High levels of Integrity contribute to better decision-making, reliability in completing tasks, and a strong commitment to organizational values, all of which lead to enhanced job performance. Conversely, employees with low integrity may engage in unethical practices or neglect their responsibilities, which can negatively impact their performance. Therefore, fostering and upholding high Integrity in the workplace is crucial for boosting employee productivity and achieving organizational success

Influence Organizational Commitment on Employee Performance

The influence of Organizational Commitment on Employee Performance resulted in a Critical Ratio (CR) value of 5.198, with a significance level of 0.000. This shows that Organizational Commitment has a significant and positive impact on Employee Performance, as the significance value is less than 0.05. The magnitude of the effect of Organizational Commitment on Employee Performance is 0.488, which translates to 48.8%. This indicates that the stronger an employee's commitment to the organization – reflected in their identification with organizational goals, loyalty, and pride – the greater their performance will be. High Organizational Commitment leads to increased motivation, effort, and engagement in achieving work tasks, which directly enhances productivity and job outcomes. Conversely, lower levels of Organizational Commitment may result in reduced effort, lack of motivation, and poorer performance. Therefore, fostering a strong sense of commitment within employees is essential for boosting their overall performance and contributing to the organization's success.

Influence Workload on Employee Performance through Organizational Commitment

From the calculation results of the Sobel test, the result is -3.2147 and significant at $\alpha = 0.001$. This indicates that Organizational Commitment acts as a mediating variable between Workload and Employee Performance.

Given that Organizational Commitment has a significant effect and serves as a mediating variable, Workload indeed has a significant effect on Employee Performance. Therefore, the role of Organizational Commitment in mediating the relationship between Workload and Employee Performance is partially mediating. Partial mediation occurs when Organizational Commitment partially explains the link between Workload and Employee Performance, but Workload still has a direct impact on Employee Performance.

This means that while Organizational Commitment strengthens the relationship between Workload and Employee Performance, the effect of Workload on Employee Performance isn't entirely explained by Organizational Commitment alone. Both direct and indirect paths between Workload and Employee Performance exist, with Organizational Commitment playing an intermediary role to some extent.

Input:		Test statistic:	Std. Error:	p-value:
a	-0.416	Sobel test: -3.14738486	0.06450053	0.00164738
b	0.488	Aroian test: -3.10841074	0.06530926	0.00188096
s _a	0.094	Goodman test: -3.18786274	0.06368154	0.00143329
s _b	0.109	Reset all	Calculate	

Figure 1. Sobel Test Workload Test Results on Employee Performance Through Organizational Commitment

Influence Integrity on Employee Performance through Work Commitment

From the calculation results of the Sobel test, the result is 3.143 and significant at $\alpha = 0.001$. This indicates that Organizational Commitment acts as a mediating variable between Integrity and Employee Performance.

Given that Organizational Commitment has a significant effect and serves as a mediating variable, Integrity does not have a significant direct effect on Employee Performance. Therefore, the role of Organizational Commitment in mediating the relationship between Integrity and Employee Performance is partially mediating.

Partial mediation means that the relationship between Integrity and Employee Performance is not fully mediated by Organizational Commitment. This means that the effect of Integrity on Employee Performance can be explained both directly and indirectly through Organizational Commitment. Organizational Commitment helps explain some of the impact of Integrity on Employee Performance, but not all, as Integrity still has a direct influence on Employee Performance.

Input:	Test statistic:	Std. Error:	p-value:
a 0.499	Sobel test: 3.1439251	0.07745477	0.00166698
b 0.488	Aroian test: 3.10491178	0.07842799	0.00190336
s_a 0.113	Goodman test: 3.18444698	0.07646916	0.00145031
s_b 0.109	Reset all	Calculate	

Figure 2. Sobel Test Integrity Test Results on Employee Performance Through Organizational Commitment

RESULT AND DISCUSSION

Based on the discussion of the research results presented in the previous section, the following conclusions can be drawn:

1. Employee Performance, Organizational Commitment, Workload, and Integrity at the Aceh Province BPN Regional Office are good.
2. Workload significantly influences Organizational Commitment at the Aceh Province BPN Regional Office.
3. Integrity significantly influences Organizational Commitment at the Aceh Province BPN Regional Office.
4. Workload has a significant effect on Employee Performance at the Aceh Province BPN Regional Office.
5. Integrity significantly influences Employee Performance at the Aceh Province BPN Regional Office.
6. Organizational Commitment has a significant effect on Employee Performance at the Aceh Province BPN Regional Office.
7. Organizational Commitment partially mediates the influence of Workload on Employee Performance at the Aceh Province BPN Regional Office.
8. Organizational Commitment partially mediates the influence of Integrity on Employee Performance at the Aceh Province BPN Regional Office.

Based on the research results, the following suggestions can be provided:

1. **Workload:** The variable has the lowest average value on the item "The time given by the organization to complete the work is sufficient". This presents an opportunity for the organization to assess its workload distribution and consider allocating more time for employees to ensure they can complete tasks effectively.
2. **Organizational Commitment:** The variable has the lowest average value on the item "I am loyal to the organization". This suggests that the organization should focus on improving employee loyalty by increasing job satisfaction, possibly through the implementation of additional incentives or recognition programs.
3. **Organizational Commitment:** The variable also shows a low average on the item "The leader supervises the results of my work". This highlights the need for the organization to encourage leaders to actively supervise the work performed by their subordinates to ensure accountability and foster a culture of responsibility and engagement.

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