

How Work Commitment, Work Discipline, and Workload Mediate the Relationship Between Organizational Culture and Employee Performance?: Empirical Evidence in Land Office of Southeast Sulawesi Province

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Abstract

This research explores the intricate dynamics of employee performance within the National Land Agency of Southeast Sulawesi Province, focusing on the influence of work commitment, work discipline, and workload among 109 civil servants. Findings reveal that collectively, work commitment, work discipline, and workload significantly impact employee performance, with improved work commitment and work discipline, alongside reduced workload, enhancing task engagement, work attitude, quality, initiative, cooperation, quantity, self-development, and leadership. Individually, work commitment positively influences performance, emphasizing the importance of an emotional attachment to the workplace. Work discipline emerges as a dominant factor affecting performance, underscoring the significance of adherence to rules and avoidance of counterproductive behaviors. Surprisingly, workload's impact on performance was insignificant, despite employees facing challenges related to task difficulty and time pressure. These insights offer valuable guidance for organizational leaders seeking to optimize employee performance in the National Land Agency of Southeast Sulawesi Province.

Keywords

Work Commitment, Work Discipline, Workload, Performance, Quantitative Research

1. Introduction

Employees in the district land offices are expected to perform their tasks well. The success of employees in delivering services to the public is determined by the assessment of their performance. Assessment is not only conducted to monitor organizational resources but also to gauge the efficiency in the utilization of existing resources and to identify areas in need of improvement (Shammi et al., 2016). Performance assessment plays a crucial role in enhancing employee performance, allowing for the identification of areas where employees may not be operating at their optimal capabilities and enabling the development of strategies for improvement (Islami et al., 2018).

Individual or job performance represents the achievement or effectiveness at the employee or job level and is influenced by job goals, job design, job management, and individual characteristics. According to Robbins (2008), performance is defined as the results achieved by employees in their work based on specific criteria relevant to their job roles. Factors influencing performance, as noted by Siagian (2014), encompass work discipline, leadership, work motivation, and other elements. Among these factors, work commitment stands out as a particularly intriguing variable.

Employee work commitment, as described by Robbins and Judge (2013), is a state in which employees possess a strong desire to maintain their affiliation with the company. Research by Tri Joko (2018) demonstrates the positive and significant impact of employee work commitment on overall performance. Additionally, when striving to cultivate high-performing employees, work discipline emerges as a critical aspect to consider.

Work discipline embodies the attitudes and behaviors that reflect obedience, compliance, loyalty, regularity, and orderliness in adhering to company or organizational rules and social norms (Sastrohadiwiryono, 2003). The relationship between performance and work discipline, as revealed in the study, underscores the positive and significant impact of work discipline on employee performance in the Regional Housing and Spatial Planning Office of Morowali Regency. Employee performance is also evaluated based on their completion of assigned tasks, which is referred to as workload.

Workload represents the pressure experienced as a response to external demands, influenced by individual differences and psychological processes, resulting from various external actions, situations, or events that impose significant psychological or physical demands on an individual (Soetjipto et al., 2021). Based on the preliminary study conducted by the researcher, the work unit of the Land Office in the District/City of Southeast Sulawesi Province comprises 16 work units distributed across 16 Districts/Cities, excluding Konawe Islands Regency, which remains under the jurisdiction of the Land Office of Konawe Regency. This workforce encompasses a total of 150 staff employees. However, employee performance, particularly among the staff, has not reached its full potential, as it is characterized by inaccuracies, lack of precision in task completion, occasional violations of work instructions, a lack of self-control, and occasional reluctance to accept responsibilities delegated by superiors, particularly when these responsibilities are perceived as unrelated to their primary job roles.

This situation is indeed closely tied to both work commitment and work discipline. From a work commitment perspective, certain employees hold the view that their work unit comprises only a minor part of their life. Regarding work discipline, some employees occasionally exploit

opportunities to violate work regulations, leave work prematurely, exit tasks casually, misuse work resources, withhold vital information from colleagues, disrupt colleagues during their work, and encourage colleagues to abandon ongoing tasks for personal reasons. These observations prompted the researcher to investigate the interplay of work commitment, work discipline, and workload on employee performance within the context of the Land Office in the District/City of Southeast Sulawesi Province.

2. Literature Review

Employee work commitment is a crucial aspect of an organization's success (Attridge, 2009). It goes beyond just completing tasks and clocking in hours; it encompasses an employee's emotional investment in their job and the team they work with. One key component of work commitment is work engagement. This involves an employee's deep connection to their work, feeling proud of their contributions, and having a strong sense of loyalty to their work unit. This emotional attachment not only boosts individual job satisfaction but also contributes to a positive work environment and increased productivity.

In addition to work engagement, another critical factor in measuring work commitment is work involvement (Blau & Ryan, 1997). This aspect reflects an employee's level of attention, desire, and willingness to actively participate in their daily tasks. Employees who are highly involved in their work tend to seek opportunities for improvement, continuously strive to enhance their skills, and willingly collaborate with colleagues to achieve common goals. This proactive approach not only benefits the individual but also contributes to the overall success of the organization.

To assess and monitor work commitment effectively, organizations often rely on established indices like the Kenexa Employee Engagement Index (EEI). These indices provide a structured framework for evaluating work commitment and offer insights into areas that may require attention and improvement. By fostering a culture of work commitment and engagement, organizations can create a more motivated and satisfied workforce, ultimately leading to increased productivity and success (Al-Sada et al., 2017).

Work discipline is a person's attitude and behavior that shows obedience, conformity, loyalty, regularity and order to company or organization regulations and applicable social norms. According to Sastrohadiwiryo (2003), work discipline is an attitude of respect, appreciation, obedience and obedience to applicable regulations, both written and unwritten and being able to carry them out and not avoiding accepting sanctions if he violates the duties and authority given to him. to her. According to Rivai (2011), work discipline is a tool that managers use to communicate with employees so that they are willing to change behavior and as an effort to increase a person's awareness and willingness to comply with all company regulations.

Workload is something that is felt to be beyond the worker's ability to do the job. A person's capacity needed to do a task according to expectations (expected performance) is different from the capacity available at that time (actual performance). The difference between the two shows the level of task difficulty which reflects the workload. workload is the amount of work that must be carried out by a position/organizational unit and is the product of work volume and time norms. According to Munandar (2001), workload is a situation where workers are faced with tasks that must be completed at a certain time.

Employee workload plays a significant role in the overall well-being and performance of employees within an organization (Siswanto et al., 2019). It encompasses both the physical and psychological demands that individuals experience while fulfilling their job responsibilities. To assess and manage workload effectively, various sub-indicators are used, such as overall workload, task difficulty, time pressure, performance target expectations, mental pressure, physical effort/workload, frustration level, stress level, level of fatigue, and pressure on skill and knowledge requirements. These indicators provide a comprehensive view of the factors contributing to an employee's perception of workload.

Understanding and addressing these sub-indicators are essential for creating a work environment that promotes employee health and productivity. High levels of workload can lead to burnout, reduced job satisfaction, and decreased performance (Nassar et al., 2020). Therefore, organizations must carefully evaluate and manage workload to ensure that employees can maintain a healthy work-life balance and achieve their professional goals while minimizing stress and fatigue. By considering these sub-indicators and implementing appropriate strategies, organizations can optimize employee workload and contribute to a more positive and productive work environment.

Performance measures can be seen in terms of specific quantity and quality in accordance with standards set by the organization or company. They can be tangible (the measuring instrument or standard can be determined) or intangible (the measuring instrument or standard cannot be determined), depending on the form and implementation process. that job. The performance produced by employees in a company is determined by several factors and conditions that either originate from within the employee or from outside the individual employee. Mangkuprawira and Hubeis (2007) in their book *Human Resource Quality Management* say that performance is the result of certain planned work processes at the time and place of the employee and organization concerned.

Republic of Indonesia Government Regulation Number 30 of 2019 concerning Civil Servant Performance Evaluation explains that civil servant performance is the work results achieved by each civil servant in the organization/unit in accordance with SKP (Employee Performance Targets are performance plans and targets that must be achieved by a civil servant. every year) and Work Behavior (Work Behavior is any behavior, attitude or action carried out by civil servants or not doing something that should be done in accordance with the provisions of laws and regulations).

3. Research Method

The object of this research is work commitment, work discipline, workload and individual performance which takes the subject of civil servants within the National Land Agency of Southeast Sulawesi Province. The population for this research is all staff employees at the Regency/City Land Office Work Unit of Southeast Sulawesi Province. The number of samples in this study was 109 people. The types of data in this research are: Primary data and secondary data. Data collection was carried out using questionnaires and documents. Data analysis was carried out using descriptive statistical methods. The data analysis process begins by developing the data that has been obtained in the field. Data from respondents' answers were processed using the SPSS 23 application with the following analysis

Instrument Validity Test is a crucial step in the research process to ensure that the questionnaire used for data collection accurately measures what it intends to. This test evaluates whether the items in the questionnaire truly reflect the construct under study. Typically, validity is determined using statistical techniques such as the Pearson Moment correlation test. In this test, each item's correlation with the total construct score is calculated, and an item is considered valid if its correlation coefficient is significant at a predefined significance level, often set at 0.01 or 0.02. This process helps ensure that the questions in the questionnaire effectively capture the desired information and provide valid data for the study.

Reliability Testing, on the other hand, assesses the consistency and stability of a questionnaire over time. It aims to determine whether respondents' answers to the same questions remain consistent when measured on different occasions. One common method for measuring reliability is the Cronbach Alpha (α) statistical test, which assesses internal consistency. If the alpha coefficient value exceeds 0.60, it indicates that the research instrument is reliable. This means that the questionnaire consistently measures the construct it intends to study. A reliable instrument is essential to ensure that the data collected accurately represent the traits or characteristics being investigated.

Once the validity and reliability of the research instrument have been established, the study can proceed to analyze the data. In the case of your research, Multiple Regression Analysis is applied to understand the relationships between various factors and employee performance. Multiple regression equations are used to model these relationships, with each variable's regression coefficient representing the impact of that variable on the dependent variable, in this case, employee performance. Hypothesis testing is employed to determine if these coefficients are statistically significant. The F-test assesses the overall significance of the independent variables, while t-tests assess the individual significance of each variable. These statistical tests help researchers understand the strength and direction of the relationships between the variables and whether they have a meaningful impact on the dependent variable, in this case, employee performance.

4. Results and Discussion

In this study, both validity and reliability tests played a crucial role in ensuring the accuracy and consistency of the data collected through the distributed questionnaires from 109 respondents. Validity testing aimed to confirm that the questionnaire items effectively measured the intended constructs, while reliability testing assessed the stability and consistency of respondents' answers over time.

To evaluate the overall impact of independent variables (X) on the dependent variable (Y), a Simultaneous Significant Test, known as the F Test, was conducted. This test determined the statistical significance of the entire regression model. In statistical terms, the model is considered significant if the calculated p-value (sig. F) is less than or equal to the predetermined alpha level (α), typically set at 0.05. In simpler terms, if the p-value is less than 0.05, it indicates that the independent variables collectively have a significant impact on the dependent variable.

Additionally, the study also employed a partially significant test, known as the t Test, to evaluate the individual significance of each independent variable (X) on the dependent variable (Y). This test assessed whether each independent variable had a statistically significant influence

on the changes in the dependent variable. According to Suliyanto (2006), a variable's regression is considered significant if its calculated p-value (sig. t) is less than or equal to the alpha level (α), typically set at 0.05. In practical terms, if the p-value for a specific independent variable is less than 0.05, it suggests that this particular variable has a significant impact on the dependent variable, distinct from the collective effect tested by the F Test. These statistical tests provided valuable insights into the relationships between variables and helped draw meaningful conclusions from the research findings.

Based on Table 1, The F test, which evaluates the simultaneous influence of work commitment, work discipline, and workload on employee performance yielded significant results. At a confidence level of 0.95 and a significance level of $\alpha = 0.05$, with 105 degrees of freedom, the F test indicated a calculated F-count value of 21.446 and a probability value of 0.000, which is less than the significance level of 0.05. Consequently, the first hypothesis, stating that these factors collectively impact employee performance, can be accepted based on the statistical findings.

Table 1. Simultaneous Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig
1.	Regression	1900.828	3	633.609	21.446	.000 ^b
	Residual	3102.126	105	29.446		
	Total	5002.9954	108			

^a Dependent Variable: Y
^b Predictors: (Constant), X3, X2, X1

The results of the T test, which assesses the partial influence of individual variables on employee performance, provide valuable insights into the factors affecting. Firstly, work commitment (X1) was found to have a significant partial effect on employee performance (Y). The T test, conducted at a confidence level of 0.95 with 105 degrees of freedom, yielded a t-count value of 2.681 and a probability value of 0.009, which is less than 0.05. Consequently, hypothesis two, which posits the impact of work commitment on employee performance, can be accepted.

Similarly, work discipline (X2) was found to have a significant partial effect on employee performance (Y). The T test, also conducted at a confidence level of 0.95 with 105 degrees of freedom, revealed a t-count value of 5.168 and a probability value of 0.000, which is less than 0.05. Thus, hypothesis three, which suggests the influence of work discipline on employee performance, can be accepted as well.

However, when examining workload (X3), it was found to have an insignificant partial effect on employee performance (Y). The T test, carried out at the same confidence level and degrees of freedom, resulted in a t-count value of -0.605 and a probability value of 0.547, which is greater than 0.05. As a result, hypothesis four, proposing the effect of workload on employee performance, must be rejected. Notably, based on these T test results, work discipline emerged as the dominant variable significantly influencing the employee performance, as it exhibited the highest t value of 5.168 among all the variables tested.

Table 2. Regression Coefficient Test Results

Model	Coefficients ^a							
	Unstandardized coefficients		Standardized coefficient	t	Sig	Correlations		
	B	Std. Error	Beta			Zero-Order	Partial	Part
1. (Constant)	53.371	5.997		8.900	.000			
X1	.418	.158	.247	2.681	.009	.471	.253	.206
X2	.439	.085	.471	5.162	.000	.581	.450	.397
X3	-.034	.056	-.051	-.605	.547	.193	-.059	-.046

^a *Dependent Variable: Y*

Based on Table 2, work commitment, work discipline, and workload together have a positive and significant impact on employee performance. This means that if work commitment and work discipline improve, and workload decreases, then employee performance also improves. This improvement can be observed through indicators such as task engagement, work attitude, work quality, work initiative, cooperation, work quantity, self-development, and leadership. From the discussion above, it can be understood that work commitment, work discipline, and workload together can drive an increase in employee performance, leading to improved task engagement, work attitude, work quality, work initiative, cooperation, work quantity, self-development, and leadership. The better performance of employees is determined by improved work commitment and work discipline, along with a reduced workload.

Empirically, the respondents' work commitment falls into the category of "good" based on indicators such as job involvement and emotional attachment to the workplace. Similarly, work discipline is categorized as "good" based on indicators such as work initiative, compliance with rules, timely task execution, and avoidance of counterproductive work behavior. However, empirically, the workload is categorized as "relatively heavy" based on indicators such as overall workload, task difficulty, time pressure, performance target expectations, mental pressure, physical workload, frustration levels, stress levels, fatigue levels, and pressure related to skill and knowledge requirements.

Based on the research results, work commitment has a positive and significant impact on employee performance. This means that if work commitment improves, employee performance also improves, assuming that work discipline and workload remain constant. Descriptively, the work commitment of the respondents falls into the "good" category based on indicators such as job involvement and emotional attachment to the workplace.

Job involvement among the respondents is already good. This means that the respondents perceive that the most important thing for them is to always be involved in tasks in their workplace. They feel guilty if they arrive at and leave their workplace late. However, they also feel that working in their unit is only a small part of their life. Therefore, for immediate superiors of employees, it is necessary to improve employees' work commitment by changing their mindset so that working in the unit is not seen as just a small part of their life because the workplace is their source of livelihood.

Emotional attachment, in its implementation, is also good. This means that respondents are proud to be part of the workplace, highly satisfied with working in their unit, and consider their unit to be the best place to work. Additionally, respondents hope not to transfer to other work

units or organizations. The influence of this commitment leads to improved employee performance. Descriptively, employee performance among the respondents falls into the "good" category when observed from indicators such as task engagement, work attitude, work quality, work initiative, cooperation, work quantity, self-development, and leadership.

Task engagement, in its implementation, is perceived as fairly good. This implies that respondents always arrive at their workplace on time. Respondents never leave tasks/jobs without permission and are present at their workplace every working day. Work attitude, in its implementation, is perceived as good. This means that respondents are committed to supporting the success of their work unit, maintaining tolerance and camaraderie with colleagues. One of the main concerns of the respondents is always providing the best service to clients.

Work quality, in its implementation, is perceived as good. This means that respondents always strive to perform tasks/jobs with the principle of efficiency and effectiveness. Respondents can complete tasks on time. However, one of the weaknesses of the respondents is that they lack precision and meticulousness in completing tasks/jobs. Work initiative, in its implementation, is perceived as good. This means that respondents only focus on what should be done in their tasks, always starting to work without waiting for instructions/orders from superiors. What matters to respondents is completing tasks, even if it means violating work instructions.

Cooperation, in its implementation, is perceived as good. This means that respondents are always ready to assist other employees in need, willing to collaborate with other employees within the scope of their work unit, and ready to collaborate with other employees even if they are not in the same work unit. Respondents are always ready to help with the tasks of immediate superiors, including other leadership elements. Work quantity, in its implementation, is perceived as good. This means that respondents can complete tasks according to the workload set by their immediate superiors. Respondents can always complete tasks/jobs faster than the previously set time.

Self-development, in its implementation, is perceived as good. This means that respondents always strive to improve their knowledge/skills related to their current tasks. Respondents always seek new knowledge as needed for their current and future tasks. Leadership, in its implementation, is perceived as relatively good. This means that respondents can plan the implementation of their tasks/jobs independently. Respondents can organize the process of carrying out their tasks/jobs. Respondents can direct themselves and coordinate with leaders and colleagues related to the implementation of tasks/jobs in their work unit. One of the weaknesses of respondents is still being unable to control themselves in certain situations.

Based on the research results, work discipline has a positive and significant impact on employee performance. This means that if work discipline improves, employee performance also improves, assuming that work commitment and workload remain constant. Empirically, the work discipline of the respondents falls into the "good" category based on indicators such as work initiative, compliance with rules, timely task execution, and avoidance of counterproductive work behavior.

Work initiative among the respondents is good. This means that respondents always initiate creative work without the order of superiors, always perform tasks diligently without supervision, always try to solve task/work problems without waiting for superiors' instructions and are always willing to help colleagues complete tasks without being asked. Compliance with rules is good in

its implementation. This means that respondents always adhere to the applicable work rules and consistently follow organizational rules. However, respondents often take the opportunity to violate organizational rules/policies and sometimes cannot resist the invitations from colleagues to violate work/organizational rules. Therefore, it is necessary for leaders to warn employees not to violate organizational rules and not to follow colleagues' invitations to violate work rules within the employee's work unit.

Timely task execution is already good in its implementation. This means that respondents are never negligent in being present at the workplace, always arrive at the workplace on time, and always start working on tasks/jobs on time even if their superiors are not yet at the office. However, respondents often leave work early and sometimes leave tasks/jobs if there is an opportunity. Therefore, employees need to remain punctual when leaving work.

Counterproductive work behavior is relatively poor in its implementation. This means that when there is an opportunity, respondents often use working hours to relax, frequently misuse work facilities like other colleagues, frequently hide/withhold information from colleagues, and often disturb colleagues while they are working. Sometimes, they invite colleagues to leave ongoing work for personal purposes. Therefore, employees need to improve their work discipline by not working leisurely, not abusing work facilities, not withholding information from colleagues, refraining from disturbing colleagues while they are working, and avoiding inviting colleagues to leave ongoing work for personal reasons.

The influence of improving work discipline is an enhancement in employee performance. Descriptively, employee performance among the respondents falls into the "good" category when observed from indicators such as task engagement, work attitude, work quality, work initiative, cooperation, work quantity, self-development, and leadership. Task engagement, in its implementation, is perceived as fairly good. This means that respondents always arrive at their workplace on time. Respondents never leave tasks/jobs without permission and are present at their workplace every working day. Work attitude, in its implementation, is perceived as good. This means that respondents are committed to supporting the success of their work unit, maintaining tolerance and camaraderie with colleagues. One of the main concerns of the respondents is always providing the best service to clients (the public). **The Effect of Workload on Employee Performance**

Based on the research results, workload has a negative but not significant impact on employee performance. This means that if the workload decreases, employee performance will improve, assuming that work commitment and work discipline remain constant. Empirically, the workload of the respondents falls into the "quite heavy" category based on indicators such as overall workload, task difficulty, time pressure, performance target expectations, mental pressure, physical effort/workload, frustration level, stress level, fatigue level, and pressure related to skill and knowledge requirements.

The overall workload of the respondents is perceived as quite heavy in its implementation. This means that respondents perceive that inadequate work facilities make the workload feel heavy. Additionally, respondents often face difficulties in obtaining adequate facilities to perform their tasks.

Task difficulty, in its implementation, is perceived as quite good. This means that respondents perceive that their tasks are very easy to complete and do not face difficulties in completing them.

Time pressure to complete tasks is perceived as quite tight in its implementation. This means that respondents often run out of time to complete tasks and frequently panic due to inadequate time to complete tasks.

Performance pressure is perceived as quite high in its implementation. This means that high performance targets make respondents often feel pressured. Respondents sometimes also have difficulty meeting their leader's expectations for their performance. Mental pressure is perceived as relatively low in its implementation. This means that mentally, respondents do not feel pressured by their task load. Respondents also feel that there is no mental/psychological burden when performing tasks.

Physical effort in its implementation is perceived as quite good. This means that respondents do not exert too much physical effort when performing tasks. Physically, the workload for respondents is relatively light. However, respondents sometimes feel frustrated due to the variety of tasks in their workload, including the number of tasks assigned by superiors.

Stress levels are perceived as relatively low in their implementation. This means that respondents never feel anxious when performing tasks. However, respondents perceive that stress is primarily caused by unclear instructions from superiors. Work fatigue is perceived as quite high in its implementation. This means that the workload for respondents is very exhausting. Almost every day, respondents feel physically drained from performing their tasks.

Pressure related to skill and knowledge requirements is perceived as relatively low in its implementation. This means that respondents' skills and knowledge may not be sufficient to complete tasks as expected. Respondents often encounter difficulties in following rules/procedures for task completion. In light of the workload conditions described, a policy that can be implemented is for leaders to pay attention to employee workloads by providing adequate work facilities and sufficient time, setting realistic performance targets to meet leadership expectations, reducing excessive job variety in tasks, and clarifying instructions to subordinates.

5. Conclusions and Recommendations

The conclusions drawn from this research indicate that employee performance is significantly influenced by a combination of work commitment, work discipline, and workload. Together, these factors drive improvements in various aspects of performance, including task engagement, work attitude, output quality, initiative, collaboration, productivity, personal development, and leadership. Strong work commitment is exemplified through indicators like pride, satisfaction, loyalty, and emotional attachment to one's work unit, which, in turn, fosters active engagement and contributes to enhanced performance. Maintaining good work discipline, marked by proactive work approaches, rule adherence, timely task completion, and avoidance of counterproductive behavior, is crucial for performance improvement. Moreover, reducing workload, especially by addressing task difficulties, time pressures, performance targets, and stressors, can significantly boost employee performance. In essence, this research underscores the pivotal role of work commitment, discipline, and workload management in elevating employee performance across multiple dimensions, ultimately leading to improved productivity and outcomes.

Based on the conclusions drawn from this study, several recommendations can be proposed to enhance employee performance and organizational dynamics. Firstly, supervisors should work

on reshaping employees' mindset regarding their commitment to work, emphasizing that their roles within their units constitute a significant part of their lives and a crucial source of livelihood. Secondly, employees themselves need to actively improve their work discipline by refraining from violating workplace rules, avoiding early departures, maintaining professionalism, and fostering cooperation. Furthermore, employees should not engage in personal matters during work hours. Thirdly, staff members, especially those in supervisory positions, should enhance their performance by paying close attention to detail, adhering to standard operating procedures, demonstrating self-control, and willingly accepting additional responsibilities. Lastly, future research should explore additional variables like work ethic, the influence of the work environment, compensation structures, organizational culture, leadership, and motivation on employee performance. A longitudinal approach involving department or unit heads across all districts and municipalities could provide valuable insights into organizational dynamics and performance trends over time.

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