



The mediation effect of organizational commitment on workload optimization and employee recruitment on employee performance (case study at the BKKBN representative office of Banten Province)

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ABSTRACT

The performance achieved by the Banten Province BKKBN Representative from 2018 to 2022 is based on the indicators of decreasing unmet need for family planning, consistently below the set target. This research aims to determine how optimizing workload and employee recruitment affects employee performance and organizational commitment as intervening variables. The sample consisted of 190 family planning instructors, and the data was analyzed using SmartPLS. The results of this research show that the direct influence of optimizing workload and employee recruitment on performance has greater value when compared to the indirect influence or through the mediation of organizational commitment. This provides information that the organization as a work unit needs to focus efforts on directly optimizing workload and employee recruitment, which directly impact employee performance. However, it is still important not to ignore the role of organizational commitment because even though its influence is smaller, it still contributes to the results of improving employee performance, thereby focusing the organization on improving the process of planning, distributing, and evaluating workloads to ensure employees can work effectively and efficiently as well as optimizing employee recruitment strategies. to ensure that employee selection is carried out appropriately by the organization's needs.

Keywords: Workload optimization, employee recruitment, organizational commitment, employee performance

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INTRODUCTION

Human life has undergone many changes due to the rapid advancement of science and technology. In the world of work, these changes create demands for every employee to improve

their performance so that every employee must be able to adjust their work patterns and methods to meet the needs of each organization or company. The most significant support in achieving the goals of an organization is through employee performance. According to (Lawasi & Triatmanto, 2017), the ability of an employee to carry out all the tasks that are his responsibility is called performance. Thus, employee performance is an essential component of every company. The ability of an organization to realize its goals is highly dependent on its employees' performance results, so every organization always tries to improve employee performance. Suryani in (Budiasa, 2021) emphasized that the survival and success of an organization cannot be separated from the function and output of its human resources, which is indicated by the quality of work produced. This is to Gibson's statement in (Permatasari et al., 2019) that work performance or organizational performance can be measured relatively where employee performance is an indicator that can be used to compare the results of the implementation of performance assigned by the organization to each employee within a certain period. Work performance, which reflects employee performance in performing their work, is significant for every organization.

An organization will make every effort to maintain high employee performance so that there is no decline in performance due to increased workload. This means the company can protect its workforce, ensure their welfare and provide a comfortable workspace. The company will try to give each employee the work tools needed to create a high commitment and confidence to remain in the company. Intrawong & Chanpoom (Setiawan & Aeni, 2021) expressed that organizational commitment is essential in showing the willingness to do good for the organization for the benefit of the organization and the interests of its employees. The existence of organizational commitment can show the organization's ability to overcome the problem of employee turnover rates because, with organizational commitment, each employee will try to stay and work well in the company, so with their dedication, it can make it easier for an organization or company to achieve the goals that have been set. The definition above is the basis for a quantitative study that looks at the impact of optimizing workload and employee recruitment on employee performance mediated by organizational commitment. This research was conducted at the Representative Office of the National Population and Family Planning Agency (BKKBN) of Banten Province for reasons other than the fact that no research related to this had ever been conducted, the researcher also wanted to know the role of employee recruitment that had been carried out over the past few years at the office and the organization's commitment in mediating employee performance.

RESEARCH METHODS

This study applied a quantitative research design using a survey method with a questionnaire as a data collection tool. The specifications of quantitative research methodology are systematic, planned, and well-organized from the beginning until the research design is developed. According to (Djollong, 2014), quantitative research is a process of seeking knowledge that uses numerical data to test information about the observed subject. Quantitative research is rich in numerical details in the field data collection method. The author used

SmartPLS software and the SEM-PLS research approach in this study.

Because there are 19 indicators in this study, the calculation uses 19 indicators multiplied by a value between 5 and 10, resulting in a sample size of around 95 to 190 people. Probability sampling is a sample research approach used in this sampling technique.

There are two types of data used in this study, namely primary data, or information obtained directly from the research data source (Family Planning Extension Workers of the BKKBN Representative Office of Banten Province) in the form of questionnaire responses, and secondary data or information contained in the Government Agency Performance Report (LKIP) for the 2018-2022 budget year.

The Structural Equation Modeling (SEM) method is used in this study, and Smart PLS 4.0 (PLS) software is the analysis instrument used in this method. Using PLS, an analysis method, researchers can extract latent variable values for forecasting.

RESULTS AND DISCUSSION

The Effect of Workload Optimization on Employee Performance

The hypothesis test results show that workload optimization has a positive and significant effect on employee performance. This shows that when the workload is increased in line with an employee's potential performance, the performance level will also increase. Respondents have good beliefs and perceptions that workload optimization is a job that must be completed either by themselves or by groups within a certain period until the best conditions are achieved according to expectations. With the current workload optimization, employees try to complete it to achieve organizational or company targets, avoid decreased work productivity, and avoid the accumulation of work that will result in low employee performance. Most respondents said that the work that must be completed will cause work pressure that can trigger stress and cause decreased productivity and work quality. Thus, excessive workload can cause decreased employee performance. The research results (Bruggen, 2015) show an inverse-U relationship between workload and performance, namely, employee output increases with increasing workload to a certain level, after which the output of each employee decreases significantly, likewise with the research results (Asamani et al., 2015) and research (Muslih & Hardani, 2022).

The Effect of Workload Optimization on Organizational Commitment

Organizational commitment can be interpreted as employees' affection and loyalty toward their organization (Sitio, 2021). Based on the findings of this research hypothesis testing, maximizing workload significantly and positively affects organizational commitment. These results explain that with an optimal workload, employees can comfortably complete the work that has been assigned. Several respondents said that when employees are given tasks according to their abilities, it will create a comfortable work environment, and employees feel at home, so they are willing to complete tasks before completing their personal needs. In line with research (Arifin et al., 2016) which clarifies that although an organization can assign its employees to work to foster more outstanding organizational commitment, the organization

must also assess how the workload is distributed among its staff to ensure balance and the organization must evaluate and analyze the optimization of the overall workload to produce the best possible workload. Excessive or insufficient workload can cause stress and boredom, reducing organizational commitment.

The Influence of Organizational Commitment on Employee Performance

Based on the hypothesis test results, organizational commitment has a positive and significant effect on employee performance. This means that the higher the organizational commitment, the better the employee performance will be. Most respondents felt guilty when leaving the office without a valid reason, so they would finish their work before leaving. Most respondents agreed with the indicators of organizational commitment, including the fact that people in the company are part of their family, which makes the work environment comfortable. A comfortable work environment it will create good relationships between employees, mutual respect, and be able to create a conducive work atmosphere that can encourage the achievement of organizational goals in line with research (Nathania, 2018) that employee performance is positively influenced by company commitment (Pane & Fatmawati, 2017) (Muhlisoh et al., 2021). (Arifah et al., 2023) (Ceneza & Tagadiad, 2022).

The Influence of Employee Recruitment on Employee Performance

Recruitment is a way to attract potential workers who can meet the business world's demands in achieving organizational goals (Veritia & Daning, 2020). The results of the research hypothesize that employee performance is positively and significantly influenced by employee recruitment. The better the recruitment process, the better the employee will perform. Most respondents stated that recruiting new employees was carried out to find qualified, capable, and trustworthy employees who could support the company in achieving its goals. Thus, if a company selects prospective employees through the recruitment process, the applicant meets the requirements for a particular job position because the applicant is expected to have good performance and the potential to work even better. This study's results align with research (Aziz et al., 2017) that recruitment has a positive relationship with performance. (Khairuddin & Yuliana, 2019) (Dewi Kesuma et al., 2019) and (Anggoro KR, 2024) .

The Effect of Employee Recruitment on Organizational Commitment

The findings of this research hypothesis test indicate that hiring new employees significantly and positively affects organizational commitment. This finding suggests that organizational commitment to the company increases along with the quality of the recruitment process. Most respondents agreed that in addition to meeting HR needs, the internal recruitment process is also a reflection of the company in career development and improving employee welfare so most respondents feel worried about quitting their current job because they do not have a replacement because one of the factors causing them to change jobs is to obtain better welfare. This is in line with research (Ariyati & Amelia, 2018) (Lim & Fatyandri, 2023), (Suwanto et al., 2023) (Hussain et al., 2022) that recruitment has a significant effect on

organizational commitment where if prospective employees feel that the values of the organization they are targeting match their values, they will be more motivated to be actively involved and committed.

The Effect of Workload Optimization on Employee Performance

Mediated by Organizational Commitment The results of the hypothesis of the workload optimization variable on employee performance mediated by the organizational commitment variable have a significant effect according to the analysis carried out using SmartPLS. This is because the P value of 0.0001 is smaller than 0.05, and the T statistic (3.268) is greater than the T table (1.960). Thus, the organizational commitment variable mediates the relationship between workload optimization and employee performance, so the hypothesis is accepted. Organizational commitment as a mediating variable makes employees prioritize the organization's interests to survive in the organization. The results of this study are by the results of the survey (Setiawan & Aeni, 2021) that workload has a positive and significant effect on employee performance variables through the mediation of organizational commitment and the results of the study (Azzahra et al., 2023) organizational commitment significantly mediates the relationship between workload and employee performance.

The Effect of Employee Recruitment on Employee Performance

Mediated by Organizational Commitment The hypothesis of employee recruitment variables on employee performance mediated by organizational commitment variables has a significant effect, according to the analysis carried out using SmartPLS because the T statistic (2.510) is greater than the T table (1.960) and the P value is 0.012. less than 0.05. Thus, the organizational commitment variable mediates the relationship between workload optimization and employee performance, so the hypothesis is accepted. The existence of organizational commitment as a mediating variable makes recruited employees feel needed by the organization, most respondents agree that the basis for implementing recruitment is the need to obtain quality workers as expected by the organization, then employee loyalty will be formed towards the organization which is characterized by the feeling that the people around them in the work environment are part of their family. This is what causes employees to try to stay in the organization. This study's results align with research (Suwanto et al., 2023) that shows that recruitment implementation has a positive and significant influence on organizational performance through organizational commitment. (Alansaari et al., 2019) Organizational commitment mediates the relationship between employee recruitment and performance. (Lim & Fatyandri, 2023) Performance increases significantly through recruitment, with organizational commitment acting as a mediating factor.

CONCLUSION

In conclusion, optimizing workload and employee recruitment positively and significantly affect employee performance and organizational commitment. Organizational commitment mediates the relationship between workload optimization and employee

performance, as well as between employee recruitment and performance. This highlights the importance of effectively managing workload and recruitment processes to enhance employee performance and organizational commitment.

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