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## **Influence of Workload and Normative Commitment on Employee Performance**

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### ***Abstract:***

*Human Resources are an essential component of every organization. To be successful, an office must have knowledgeable, highly skilled, and committed employees who carry out their duties in the best possible way. Human resources are a source of organizational strength derived from individuals who can be utilized. The efficacy of an organization's employees has a significant impact on its success. This objective is shared by the Population and Civil Registration Office of Buleleng Regency. This research seeks to answer the question, to what extent do burden and normative commitment affect employee performance at the Population and Civil Registration Office of Buleleng Regency. This study's population consisted of 72 and 33 civil servants, including all employees. This research used 51 respondents through Probability Sampling Technique. The data demonstrates that workload significantly and positively affects productivity. This suggests that employees perform better when their workload is lower, but their performance declines when their workload increases. Similarly, normative commitment exhibits a notable and constructive impact on the performance of employees. This means that if normative commitment is increased, employee performance will follow suit, and conversely, if normative commitment is decreased, employee performance will also decrease.*

**Keywords:** *Workload, Normative Commitment, Employee Performance*

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### **1. Introduction**

In this modern era, Indonesian society is undergoing a shift towards a more work-focused community. Work has become an inseparable part of life, and one key aspect of human resources that contributes to performance is the employees in government offices. In an increasingly competitive work environment, government offices are required to continuously improve their performance to achieve goals that yield results and provide benefits to society and the nation (Ariyani & Sugiyanto, 2020).

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The dynamic changes in the global environment demand offices to develop effective and efficient strategies to adapt to constant changes. This process is highly influenced by Human Resources (HR), particularly the employees. HR is a key factor in the success or failure of an office in achieving its goals. In other words, the quality of employee performance significantly impacts the overall results of an organization (Damanik, 2021). In this context, Human Resources (HR) refer to the employees of government offices. Therefore, there is a need for centralized handling in the HR operational processes to enable employees to deliver more optimal performance than before. In the current era of globalization, Indonesia continues to face intense competition, which is why government offices must enhance the quality of their HR to compete effectively in the competitive job market. HR issues have become crucial for the survival of an office. Each office has a responsibility to acquire, develop, and retain high-quality HR (Fitriani et al., 2019). One of the steps to improve employee performance is by assigning tasks or responsibilities that align with their expertise.

The ongoing development and enhancement of employee performance are vital for a company, since the level of success achieved by the business is intricately linked to the caliber of performance shown by its workers (Aladwan et al., 2021). In this context, performance refers to the output of a project or the employees' performance. An employee's efficiency is measured by their output, tasks, or activities achieved within a specified timeframe. The action of accomplishing these tasks itself is the result of a process initiated during a predetermined period, based on rules or agreements made beforehand (Jannah, 2021). The quality and quantity of work results produced by an employee while performing tasks according to the responsibilities assigned to them are also included in the employee's performance. Employee performance is of utmost importance as it is the result of a process that measures an individual's performance in relation to various standards, targets, or predetermined criteria that have been agreed upon collectively (Rachmady, 2019).

Three distinct circumstances pertaining to workload, namely: workload that conforms to established norms, workload that exceeds capacity, and workload that falls below capacity. Workload that is over capacity can create an uncomfortable work environment for employees and trigger work-related stress. On the other hand, insufficient workload, when responsibilities given do not match the employees' capabilities, can also result in losses for the organization (De Cuyper & De Witte, 2006).

The level of dedication shown by employees towards their job and the business they work for has a substantial impact on the overall quality of their performance (Ningsih & Prastiwi, 2022). Employees are given guidance on how to enhance their performance, demonstrating discipline, responsibility, and loyalty in their attitude and behavior. Businesses are interested in assessing how well employees fulfill their responsibilities according to the organizational system to achieve the best performance. Improving employee job opportunities is necessary to support work

capacity and determine the level of employee performance. The more effectively employee placement is used, the greater the level of the efficiency of employees (Silaban et al., 2021).

Within the framework of the Population and Civil Registration Office of Buleleng Regency, an evident phenomenon of suboptimal employee performance has been observed. This is shown, among other indicators, by the substantially elevated rate of employee absenteeism. A high absenteeism rate can indicate issues in employee performance since discipline and punctuality are crucial in providing good public services (Renaldo, 2023). Therefore, further investigation is required to analyze the effect of workload and normative commitment on staff performance within the Population and Civil Registration Office of Buleleng Regency.

Based on the data and phenomena presented, the researchers are interested in examining the relationship between financial attitudes, financial literacy, and the level of education's impact on financial behavior towards MSMEs in the Buleleng District. The aim is to encourage more MSMEs players to improve their financial practices to enhance the sustainability of their businesses.

## 2. Theoretical Background

## 2. Theoretical Background

### Employee Performance

Employee performance is a critical factor that determines the overall condition and success of an organization over a specific period. It encompasses the results or achievements that arise from the operational activities undertaken by a company to utilize its available resources effectively (Ariyani & Sugiyanto, 2020). High employee performance is often characterized by the quality and quantity of work produced, adherence to organizational standards, and the efficient completion of tasks within a given timeframe (Jannah, 2021). Performance is not only about meeting targets but also involves the consistent application of skills and knowledge to achieve desired outcomes (Ningsih & Prastiwi, 2022). The ability of employees to perform well is closely linked to their engagement and commitment to their roles, as well as the support and resources provided by the organization (Renaldo, 2023).

### Workload

Workload refers to the amount of work assigned to or expected from a workforce or a group of employees within a specific period. It encompasses the tasks and responsibilities that need to be completed using their skills, abilities, and potential (De Cuyper & De Witte, 2006). An appropriate workload aligns with established norms and does not exceed the capacity of employees, allowing them to perform efficiently and without undue stress. Conversely, an excessive workload can lead to job strain, decreased job satisfaction, and potential burnout, thereby negatively

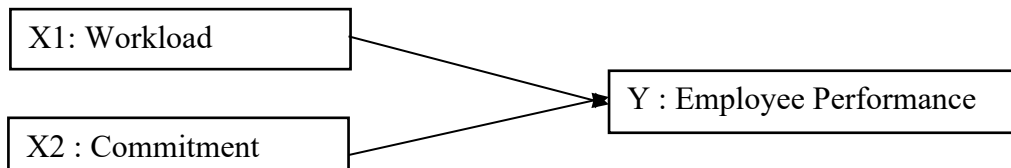
impacting employee performance (Hamizar, 2020). On the other hand, an insufficient workload that does not match the employees' capabilities can lead to boredom, decreased motivation, and underutilization of skills (Fitriani et al., 2019). Balancing workload is thus essential for maintaining optimal employee performance and overall organizational efficiency (Rohman & Ichsana, 2021).

### Normative Commitment

Normative commitment is the degree to which employees feel obligated to remain with their organization due to a sense of duty or responsibility (Ariyani & Sugiyanto, 2020). This form of commitment is often driven by personal values and a sense of loyalty to the organization. Employees with high normative commitment believe that staying with their organization is the right thing to do, often influenced by the cultural and ethical standards of the company (Cahyati, 2022). Normative commitment can significantly impact employee performance as it fosters a sense of stability and reliability, encouraging employees to go above and beyond in their roles (Silaban et al., 2021). The commitment to uphold organizational values and meet the expectations of others can enhance motivation and dedication, leading to improved performance outcomes (Harmen et al., 2020).

### 3. Methodology

In this study, this article employs a quantitative technique to analyze the link between workload and normative commitment on Employee Performance at the Population and Civil Registration Office of Buleleng Regency. The following framework can be developed based on the background information and theoretical foundations mentioned above:



**Figure 1. Conceptual Background**

The number of personnel employed at the Population and Civil Registration Office of Buleleng Regency is the foundational data for both quantitative and qualitative analysis used in this study. Managers of the office and staff members were contacted to provide information about the office and its members. The research encompasses the whole staff population of the Population and Civil Registration Office of Buleleng Regency. The primary data source for this research is information obtained directly from the research subjects through the distribution of questionnaires to the employees of the Population and Civil Registration Office. Secondary data is information that already exists and has been collected by other parties. A The study sample consisted of a total of 51 personnel from the Population and Civil

Registration Office of Buleleng Regency. Both probability sampling and simple random sampling were used to choose the research sample. In this study, Likert scale questionnaires were used as the data collection method. The survey will measure factors related to employee placement, typical commitment, and employee performance. Prior to the survey, the research instrument will undergo pre-testing to ensure its validity and reliability.

The data is subjected to analysis using multiple linear regression. To ensure data quality, traditional assumption tests will be conducted. Heteroskedasticity test, multicollinearity test, autocorrelation test, and data normality test are components of the traditional assumption tests. The F-test will be used for hypothesis testing in order to ascertain the collective impact of independent factors on employee performance. Furthermore, to analyze how each independent factor affects worker productivity, we'll utilize the t-test. By analyzing the coefficient of determination, we may assess the model's ability to explain the variability of the independent variables in terms of the dependent variable of interest. The percentage contribution of the independent variables to workforce productivity will be calculated using the coefficient of determination.

#### **4. Empirical Findings/Result**

##### **Questionnaire Distribution**

This research uses a questionnaire as an instrument to determine the Influence of Workload and Normative Commitment on Employee Performance at the Population and Civil Registration Office of Buleleng Regency. A total of 51 employee respondents from the office filled out questionnaires related to the variables of Workload, Normative Commitment, and Employee Performance. The results of the questionnaire distribution show that all the questionnaires are in good condition and suitable for data analysis.

##### **Respondent Characteristics**

Respondent characteristics are examined from various aspects, such as gender, age, education, and length of employment. Based on the data, male employees are more numerous, comprising 59.5% of the respondents, while female employees account for 41.5%. In terms of age, the largest respondent group falls within the 40-50 years age range, making up 37.3%. The predominant educational attainment among workers is a bachelor's degree, constituting 66.7% of the workforce. Lastly, based on the length of employment, the largest respondent group consists of those who have been working for 3-5 years, representing 35.3%.

##### **Validity & Reliability Test**

The purpose of the validity test is to ascertain the extent to which the questionnaire instrument used is valid as a tool for measurement. The results indicate that all questionnaire instruments for the variables of Workload, Normative Commitment, and Employee Performance have correlation coefficients above 0.30, thus they are

declared valid. Furthermore, the reliability test shows that the instruments for the variables of Workload and Normative Commitment to Employee Performance as a whole are considered reliable with Cronbach's Alpha values above 0.60.

### **Classical Assumption Tests**

The classical assumption tests in this study include three main tests: the normality test, the multicollinearity test, and the heteroskedasticity test.

To ensure the normality of the sample, a normality test was conducted using the error values ( $\epsilon$ ) in the linear regression model. Regression models that have or approximate a normal distribution are suitable for statistical testing. The normality of the data was assessed using the Kolmogorov-Smirnov test, based on the principle that if the significance value exceeds 0.05, the data is considered to follow a statistically normal distribution. According to Table 1, the normality test results indicate that the regression model used in this study has a normal distribution, as evidenced by a significance value of 0.200.

The purpose of the multicollinearity test is to assess the presence of any correlations among the independent variables in the regression model. If the tolerance value exceeds 0.1 and the VIF is below 10, the model is considered free from multicollinearity. Table 2 shows that both independent variables in this study, namely workload and normative commitment, have tolerance values greater than 0.1 and VIF values below 10. Therefore, the multicollinearity test indicates that multicollinearity is not present in the regression model used.

To determine if a regression is valid, heteroskedasticity testing is conducted on the residuals of the regression model from one observation to the next. One method to identify heteroskedasticity is the graphical method (Scatterplot Diagram), which assumes that if the pattern of dots is consistent and recurrent (undulating, widening, then narrowing), heteroskedasticity occurs. Conversely, if the patterns are different and the points are equidistant above and below 0 on the Y-axis, heteroskedasticity does not occur. As shown in Figure 2, the results of the heteroskedasticity test reveal that the data points are randomly distributed both above and below the zero point on the Y-axis. Thus, it can be concluded that the regression model used in this study does not exhibit heteroskedasticity.

## Multiple Linear Regression Analysis

**Table 1.**  
**Results of Multiple Linear Regression Analysis**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.034	1.759		1.725	.091
	WORKLOAD	.428	.141	.342	3.033	.004
	NORMATIVE COMMITMENT	.666	.139	.542	4.803	.000

- a. Dependent Variable: EMPLOYEE PERFORMANCE  
Source: Data processed, 2023

Refer to the outcomes of the multiple linear regression analysis, the regression equation has been derived:

$$Y = 3,034 + 0,428 X_1 + 0,666 X_2 + 1,756$$

The regression equation demonstrates that workload (X1) and normative commitment (X2) significantly influence employee performance (Y). The multiple linear regression analysis results can be interpreted as follows: when employee performance (Y) is 3.034, both workload (X1) and normative commitment (X2) are zero. The coefficient for workload (X1) is 0.428, indicating a positive relationship between workload and employee performance. This means that, holding other independent variables constant, employee performance (Y) will increase by 0.428 units for every one-unit increase in workload (X1). Similarly, the coefficient for normative commitment (X2) is 0.666, also suggesting a positive relationship. Thus, with other variables held constant, employee performance (Y) will rise by 0.666 units for every one-unit increase in normative commitment (X2). These results underscore the importance of both workload and normative commitment in enhancing employee performance.

### Coefficient of Determination Test ( $R^2$ )

The coefficient of determination, often referred to as R-squared or  $R^2$ , is frequently used as a means of evaluating the extent to which a model can explain the variability seen in the independent variable. The coefficient of determination may be determined within the range of zero to one. The coefficient of determination is used to ascertain the relative influence of the independent variable (X) on the dependent variable (Y).

**Table 2.**  
**The Result Of The Coefficient Of Determination**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.811 <sup>a</sup>	.658	.644	2.61371

a. Predictors: (Constant), Normative Commitment, Workload

b. Dependent Variable: Employee Performance

Source: Data processed, 2023

According to the table above, the Adjusted R-squared value is 0.644, indicating that the combined contribution of workload (X1) and normative commitment (X2) to employee performance (Y) is approximately 64.4 percent. Conversely, the remaining 35.6 percent is subject to the effect of other variables that were taken into consideration within the scope of this research.

### Test t (Test Parsial)

The t-test is used to examine the existence or non-existence of partial effects associated with each independent variable.

**Table 3. T Test**

Model	t	Sig.
1 (Constant)	1.725	.091
WORKLOAD	3.033	.004
NORMATIVE COMMITMENT	4.803	.000

a. Dependent Variable: EMPLOYEE PERFORMANCE

Source: Data processed, 2023

The hypothesis testing is as follows:

a. The Influence of Workload on Employee Performance

1) Formulating Hypothesis:

$H_0 : b_1 = 0$  : This research demonstrates that the burden experienced by employees at the Population and Civil Registration Office of Buleleng Regency has a statistically significant favorable effect on their performance.

$H_a : b_1 > 0$  : The impact of workload on staff performance within the Population and Civil Registration Office of



Buleleng Regency is shown to be both positive and substantial.

2) Determination of t-table

With a 95% confidence level or a 5% significance level ( $\alpha = 0.05$ ) for a one-tailed test, where  $n = 51$  and  $k = 3$ , the degrees of freedom (df) can be calculated as  $df = n - k = 51 - 3 = 48$ . Thus, the value of the t-table is obtained as  $t_{0.05(48)} = 1.677$ .

3) T-Test Calculation

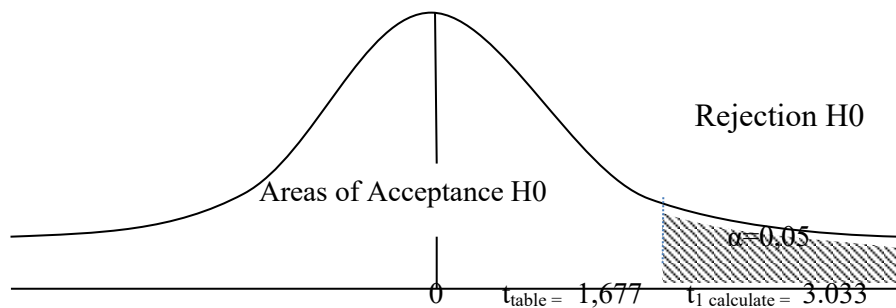
Based on the analysis from SPSS, the value of T1-hitung is 3.033.

4) Testing criteria

If  $t_{1\text{-calculation}} > t_{\text{table}}$ , then  $H_0$  is rejected, or  $H_a$  is accepted.

If  $t_{1\text{-calculation}} < t_{\text{table}}$ , then  $H_0$  is accepted, or  $H_a$  is rejected.

Illustrating the region of acceptance and rejection of  $H_0$ .



**Figure 1. Areas of Acceptance and Rejection  $H_0$**

Source: Data processed, 2023

5) Making Decisions

Upon rejecting the null hypothesis ( $H_0$ ), the alternative hypothesis ( $H_a$ ) is accepted, and the computed t-value of 3.033 exceeds the critical t-value of 1.677. Therefore, One may argue that the workload has a substantial and favorable impact on the performance of employees. Therefore, it is plausible to accept the proposition that “The workload exerts a positive and substantial impact on employee performance.”

b. Normative Commitment's Impact on Worker Productivity

1) Formulating a Hypothesis:

$H_0 : b_2 = 0$  : This indicates that the positive influence is not fully achievable, and the normative commitment to employee performance at the Population and Civil Registration Office of Buleleng Regency needs to be further considered.

$H_a : b_2 > 0$  : This suggests that the normative commitment to employee performance at the Population and Civil Registration Office of Buleleng Regency is partially positively and significantly influenced.

2) Determination Of T-Table

Using a confidence level of 95% or a significance level of 5% ( $\alpha = 0.05$ ) for a right-tailed test, where  $n = 51$  and  $k = 3$ , the degrees of freedom (df) can be calculated as  $df = n - k = 51 - 3 = 48$ . Thus, the critical value of the t-table is  $t_{0.05(48)} = 1.677$ .

3) T-Test Calculation

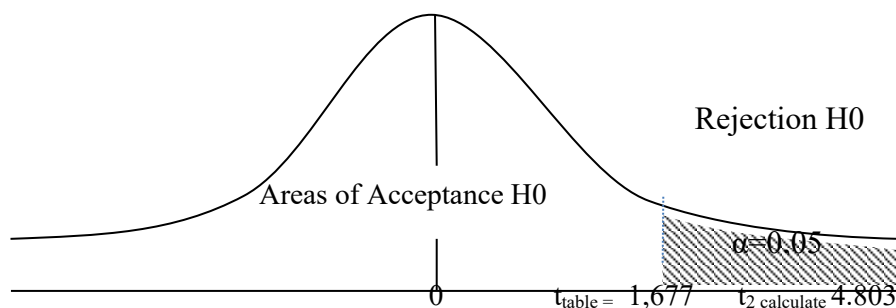
Based on the SPSS analysis results, the  $t_2$ -value is 4.803.

4) Testing Criteria

If  $t_2$ -value  $>$  t-critical, then  $H_0$  is rejected, or  $H_a$  is accepted.

If  $t_2$ -value  $<$  t-critical, then  $H_0$  is accepted, or  $H_a$  is rejected

5) Illustrating the acceptance & rejection regions of  $H_0$



**Figure 2. Areas of Acceptance and Rejection  $H_0$**

Source: Data processed, 2023

6) Making Decisions

It has been concluded that there is insufficient evidence to support  $H_0$ , and that  $H_a$ , the alternative hypothesis, should be adopted instead. The calculated t-test result of 4.803 exceeds the critical t-table value of 1.677. Hence, Employee Performance may be significantly improved through Normative Commitment. The idea that "Normative Commitment has a partially positive and significant effect on Employee Performance" may be deemed plausible. Within this particular framework, the act of rejecting the null hypothesis implies that there exists sufficient data to support the notion that a substantial correlation exists between Normative Commitment and Employee Performance.

### Test F (Test Simultan)

o assess the combined impact of the dependent and independent variables, use a simulation test. If the significance value is lower than the critical value shown in the F-table, the hypothesis is rejected.

**Table 4.**  
**Results of Simultaneous Analysis Test**  
**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	630.246	2	315.123	46.128	.000 <sup>b</sup>
	Residual	327.911	48	6.831		
	Total	958.157	50			

a. Dependent Variable: EMPLOYEE PERFORMANCE

b. Predictors: (Constant), NORMATIVE COMMITMENT, WORKLOAD

Source: Data processed, 2023

The following steps should be taken to test a theory:

a. Formulating Hypotheses:

$H_0 : b_1, b_2 = 0$  : There is no simultaneous positive and significant influence between Workload and Normative Commitment on Employee Performance.

$H_a : b_1, b_2 > 0$  : This indicates that both Workload and Normative Commitment have a positive and significant effect on Employee Performance.

b. Determining the F-table

Based on the provided information, with a confidence level of 95% or a significance level of 5% ( $\alpha = 0.05$ ), and with  $n = 51$  and  $k = 3$ , we can determine the degrees of freedom for the denominator ( $df$ ) =  $k - 1 = 3 - 1 = 2$ , and the  $df = n - k = 51 - 3 = 48$ . With these degrees of freedom, the critical value from the F-table is  $F_{0.05}(2, 48) = 3.19$ .

c. To calculate the F-test

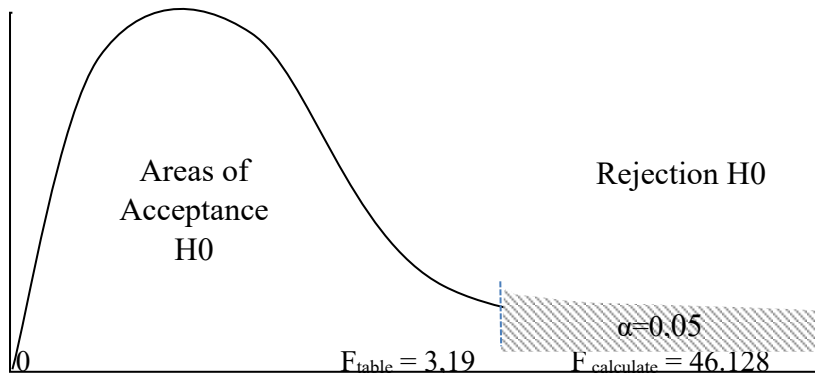
According to the findings of the SPSS study, the F-value (also known as the F-test or F-ratio) is recorded as 46.128.

d. Testing Criteria

If F-statistic  $>$  F-table, then  $H_0$  is rejected, or  $H_a$  is accepted.

If F-statistic  $<$  F-table, then  $H_0$  is accepted, or  $H_a$  is rejected.

e. Describing the region of acceptance and rejection of  $H_0$



**Figure 3. Region of Acceptance & Rejection H0 (Uji F)**

Source: Data processed, 2023

f. Making a Decision

Given that the calculated F value is 46.128, which is greater than the tabled F value of 3.19, and the calculated F value falls into the rejection region of H<sub>0</sub>, H<sub>a</sub> (alternative hypothesis) is accepted. Thus, it can be inferred that Employee Performance is positively and significantly influenced by Workload and Normative Commitment simultaneously. Therefore, the hypothesis stating that there is a positive and substantial simultaneous impact of Workload and Normative Commitment on Employee Performance has been accepted.

## 5. Discussion

### The Influence of Workload on Employee Performance

The present research has identified a favorable and statistically significant relationship between workload and employee performance, as shown by the outcomes of the performed tests. This implies that employee performance improves when workload is distributed more accurately and optimally among employees. Managing and utilizing employees in a fair and humane manner is essential, given that they are the institution's most valuable resource. Workload distribution should be tailored to suit the capabilities of employees, as an appropriate workload can enhance motivation and enthusiasm, leading to effective task completion (Hamizar, 2020; Fitriani et al., 2019). The term "workload" refers to the assignments delegated by those in positions of authority that need to be completed within a certain period to accomplish specific goals. The findings of this study align with prior scholarly investigations that highlight a positive and significant effect of workload on employee performance (De Cuyper & De Witte, 2006; Rohman & Ichsan, 2021).

### **The Influence of Normative Commitment on Employee Performance**

The second hypothesis, validated by the performed testing, posits that normative commitment has a positive and statistically significant impact on employee performance. This indicates that employees' performance will increase proportionally with their level of normative commitment. Strong commitment and high awareness of employees' responsibilities indirectly shape their character to give their best to the organization by demonstrating the highest possible performance results (Ariyani & Sugiyanto, 2020; Cahyati, 2022). Thus, high commitment leads to better employee performance. These findings are supported by prior scholarly investigations, which show a significant influence of normative commitment on employee performance (Silaban et al., 2021; Harmen et al., 2020).

### **The Influence of Workload and Normative Commitment on Employee Performance**

The confirmation of the third hypothesis is supported by the results obtained from the performed testing, indicating that employee performance is positively and statistically significantly impacted by both workload and normative commitment. This suggests that an increase in workload and normative commitment can drive better performance from employees. Employee commitment to the organization is somewhat affected by the workload, as it allows employees to influence their performance (Ariyani & Sugiyanto, 2020; Silaban et al., 2021). However, excessive workload can lead to decreased performance and resilience, as it pressures individuals to complete tasks beyond their physical or mental capabilities (Hamizar, 2020). Thus, the importance of commitment is evident in the fact that motivated employees will work better. Prior research also provided evidence aligning with the findings of the present study, indicating that workload and normative commitment have a positive and statistically significant influence on employee performance (Ningsih & Prastiwi, 2022; Fitriani et al., 2019).

## **6. Conclusions**

This study demonstrates that effectively managing and distributing workload among employees has a significant and positive impact on their performance. Proper workload assignment ensures that employees are neither overwhelmed nor underutilized, leading to enhanced motivation and productivity. The findings underscore the importance of aligning tasks with employees' capabilities to foster an environment where employees can perform optimally.

Additionally, the research highlights the critical role of normative commitment in improving employee performance. Employees who feel a strong sense of obligation and commitment to their organization tend to perform better, contributing to overall

organizational success. By focusing on both appropriate workload management and fostering a strong normative commitment, organizations can significantly enhance employee performance and achieve better outcomes.

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