

THE EFFECT OF INTEGRITY, WORKLOAD, AND COMPETENCE ON THE PERFORMANCE OF BOS FUND MANAGERS OF STATE HIGH SCHOOL AND VOCATIONAL SCHOOL IN BATAM CITY WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE

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Abstract

This study aims to analyze the influence of integrity, workload, and competence on the performance of School Operational Assistance (BOS) Fund managers at public senior high schools (SMA) and vocational high schools (SMK) in Batam City, with organizational commitment as an intervening variable. The research method used is a quantitative method with a survey approach. The study population includes all BOS Fund managers at public senior high schools (SMA) and vocational high schools (SMK) in Batam City, while the sample was determined using a purposive sampling technique. Data collection was carried out through a questionnaire that has been tested for validity and reliability. Data analysis used a structural equation model (SEM) based on Partial Least Squares (PLS) to test the direct and indirect effects between variables. The results show that integrity, workload, and competence have a significant effect on performance, both directly and through organizational commitment. This finding implies that increasing integrity, proportional workload management, and developing the competence of BOS Fund managers can improve their performance, especially if supported by strong organizational commitment.

Keywords: *integrity, workload, competence, performance, organizational commitment*

INTRODUCTION

Education plays a crucial role in improving the quality of human resources and determining the progress of a nation. Through education, individuals can develop their potential, acquire the knowledge, skills, and attitudes necessary to actively participate in social, national, and state life. Therefore, the quality of education is a primary focus of national development. Reflecting on several cases of misappropriation of BOS funds carried out by BOS fund managers together with school principals. Therefore, it is necessary to improve the system to increase the integrity of BOS fund managers. The integrity of BOS fund managers is very important because it always experiences many tests, especially with the many programs and finances managed. Integrity is an honest attitude and uncompromising compliance. Integrity requires BOS fund managers to avoid various types of fraud, misappropriation and embezzlement. Integrity is very necessary to be able to act honestly and firmly in implementing BOS fund management. The integrity of BOS fund managers in high schools and vocational schools in Batam City is good, but there are still BOS fund managers who do not show good integrity by being unable to deny requests from school principals regarding the use of BOS funds, resulting in acts of misappropriation and embezzlement against school BOS fund managers. Therefore, very good integrity is needed from BOS fund managers to always carry out the task of managing BOS funds honestly, firmly and responsibly. In addition, another factor that also greatly influences the performance of the BOS Treasurer is the workload. With the additional tasks received by teachers as BOS fund managers, it is certain that their main duties as a teacher will often be abandoned. This is because the many tasks of BOS fund managers that must be completed, including compiling plans, making expenditures, and preparing school financial reports, require serious focus and attention. However, what is ironic and greatly influences the performance of a teacher who is given additional tasks as a BOS fund manager is that there are no additional teaching hours because they hold the position of BOS fund manager. This is different from additional tasks such as vice principal or head of library which are calculated as equivalent to 12 hours of lessons. For example, a teacher who serves as vice principal only has to teach 12 hours to meet the minimum load of 24 hours of face-to-face per week because the other 12 hours are already obtained from the

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additional duties of the vice principal. The obligation to meet the minimum load of 24 hours of face-to-face is regulated in Article 35 paragraph (2) of Law Number 14 of 2015 concerning Teachers and Lecturers. If it is not met, then the teacher's professional allowance rights will not be disbursed. This has contributed to the declining performance of teachers who also manage BOS funds. This is due to the additional workload of teaching, as well as the additional workload of managing BOS funds. Besides workload, another factor that consistently impacts the performance of teachers who also manage BOS funds is competence. Competence is acquired through education and experience. Every teacher who manages BOS funds must improve their knowledge to achieve a level of competence that will ensure optimal performance as both a BOS fund manager and a teacher. Based on initial observations conducted in 10 high schools and 3 vocational schools in Batam City, it was found that all teachers assigned additional duties as BOS fund managers lacked a financial management background. This is certainly a problem because training is required for these teachers to be able to carry out their BOS fund management duties properly. With such poor competence, reports on BOS fund use by BOS fund managers often lack quality, so reports often have to be rewritten several times due to corrections. This, of course, will take longer to correct the reports, so teachers will focus more on completing the BOS fund use reports than on teaching students in class. Therefore, it is certain that the performance of these teachers in the teaching and learning process will be very low. And this will sacrifice students who have come to school to study.

One effort to improve the performance of teachers who also manage the School Operational Assistance (BOS) fund is to provide motivation. Motivation can come from within the teacher or from encouragement from others. Motivation is important because it causes, channels, and supports human behavior, encouraging them to work diligently and enthusiastically to achieve optimal results. Low work motivation will result in low performance. The phenomenon that occurs in several high schools in Batam City related to the motivation of teachers who manage BOS funds is due to a lack of encouragement or motivation from superiors or fellow employees in carrying out their work. Furthermore, the lack of special allowances for teachers who also manage BOS funds prevents teachers from increasing their work motivation. This will certainly significantly impact their performance. Against this background, this study aims to analyze the influence of compensation, workload, and organizational commitment on teacher performance, with achievement motivation as an intervening variable, among non-ASN public high school teachers in Batam City. This research is expected to contribute to the formulation of policies to improve teacher performance, particularly within the Riau Islands Provincial Education Office.

LITERATURE REVIEW

Performance

Performance is the quality and quantity of a person's work results in accordance with their responsibilities (Mangkunegara, 2017). Teacher performance includes the ability to plan, implement, evaluate, and guide students. Factors influencing performance include ability, motivation, work environment, leadership, compensation, and organizational commitment. Performance indicators include work quality, work quantity, timeliness, effectiveness, independence, and responsibility.

Compensation

Compensation is the reward employees receive in recognition of their contributions (Hasibuan, 2016). Forms of compensation include base salary, incentives, allowances, and other benefits. Determinants of compensation include productivity, organizational capabilities, cost of living, and government policies. Fair and adequate compensation can increase satisfaction and motivation, which positively impact performance.

Workload

Workload is the amount of tasks or work that must be completed within a specific time period (Koesomowidjojo, 2017). A teacher's workload includes teaching, administrative, mentoring, and additional tasks. Workload is influenced by the number of students, teaching hours, administrative demands, and supporting facilities. Excessive workload can harm physical and mental health and reduce productivity.

Organizational Commitment

Organizational commitment is the level of attachment and loyalty a person feels to the organization they work for (Robbins & Judge, 2017). It takes several forms: affective (emotional) commitment, normative

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(obligatory) commitment, and continuance (considering the costs of leaving). High levels of commitment make teachers more dedicated, stay longer at the school, and work with enthusiasm.

Achievement Motivation

Achievement motivation is an internal drive to achieve high levels of performance and overcome obstacles in the workplace (McClelland, 1987). Teachers with high achievement motivation will strive to achieve learning targets and provide the best possible outcomes for their students. Indicators of achievement motivation include personal responsibility, the courage to take risks, setting high standards, and seeking feedback.

METHOD

Types and Approaches of Research

The approach in this research is a quantitative approach, because a quantitative approach can produce accurate data after proper calculations. The quantitative approach is one of the research approaches that emphasizes data that can be calculated to interpret solid quantitative data using statistics. According to Sugiyono (2018:78) quantitative measurement is the definition, measurement of quantitative data and objective statistical data through scientific calculations derived from samples of people or residents who are asked to answer a number of questions on a survey to determine the frequency and percentage of their responses.

Location and Time of Research

The research location is the object of research where the research activities are conducted. Determining the research location is intended to simplify or clarify the location that is the target in the research. The reason for choosing the research location at the State Senior High School and Vocational High School in Batam City as the research location is because in the State Senior High School and Vocational High School in Batam City, similar research has never been conducted, especially regarding the problem of the performance of BOS fund managers with the influence of Integrity, Workload and Competence Through Organizational Commitment.

Population and Sample

One school has 3 respondents with a total of 40 high schools and vocational schools, so the population in this study is 120 respondents.

RESULTS AND DISCUSSION

Hypothesis Testing

Direct influence testing

A direct effect is where an exogenous latent variable influences an endogenous latent variable without being mediated or influenced by an intermediary variable. Testing the direct effect hypothesis aims to prove the hypotheses of the influence of a variable on another variable directly (without an intermediary). According to Ghozali (2015), if the p-value (probability) is less than 0.05, then the null hypothesis (H_0) is rejected, and the results are considered statistically significant (the influence of one variable on another variable is significant). Conversely, if the p-value (probability) is greater than 0.05, then the null hypothesis (H_0) is accepted, and the results are considered statistically insignificant (the influence of one variable on another variable is not significant).

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Table 1
Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
INTEGRITY -> PERFORMANCE	0.165	0.174	0.083	2,054	0.047
WORKLOAD -> PERFORMANCE	-0.231	-0.233	0.047	4,963	0,000
COMPETENCY -> PERFORMANCE	0.134	0.129	0.087	1,544	0.123
INTEGRITY -> ORGANIZATIONAL COMMITMENT	0.220	0.222	0.050	4,431	0,000
WORKLOAD -> ORGANIZATIONAL COMMITMENT	0.382	0.380	0.128	2,986	0.003
COMPETENCY -> ORGANIZATIONAL COMMITMENT	0.649	0.648	0.115	5,670	0,000
COMMITMENT -> PERFORMANCE	0.786	0.784	0.045	17,412	0,000

Source: Primary data processed with PLS, 2025

1. The direct influence of the Integrity variable on the Performance variable has a path coefficient value of 0.165 (positive), meaning that an increase in Integrity given will be followed by an increase in the value of the Performance variable. The influence of the Integrity variable on Performance has a P-Value of 0.047 < 0.005, so it can be stated that there is a significant direct influence between Integrity and Performance.
2. The direct influence of the Workload variable on the Performance variable has a path coefficient of -0.231 (positive), so an increase in the value of the Workload variable will be followed by an increase in the Employee Performance variable. The influence of the Workload variable on the Employee Performance variable has a P-Value of 0.000 < 0.05, so it can be stated that there is a significant direct influence between Performance on Performance.
3. The direct influence of the Competence variable on the Performance variable has a path coefficient of 0.134 (positive), so an increase in the value of the Competence variable will be followed by an increase in the Performance variable. The influence of the Competence variable on the Performance variable has a P-Value of 0.123 > 0.05, so it can be stated that there is an insignificant direct influence of Competence on the Performance variable.
4. The direct influence of the Integrity variable on Organizational Commitment has a path coefficient of 0.220 (positive), meaning that an increase in Integrity given will be followed by an increase in the value of the Organizational Commitment variable. The influence of the Integrity variable on employee Organizational Commitment has a P-Value of 0.000 < 0.05, so it can be stated that there is a significant direct influence between Integrity and Organizational Commitment.
5. The direct influence of the Workload variable on Organizational Commitment has a path coefficient of 0.382 (positive), this means that an increase in the value of the Workload variable will be followed by an increase in the Organizational Commitment variable. The influence of the Independence variable on the Performance Variable has a P-Value of 0.003 < 0.05, so it can be stated that there is a significant direct influence between the Workload variable and the Organizational Commitment Variable.
6. The direct influence of the Competence variable on Organizational Commitment has a path coefficient of 0.649 (positive), meaning that an increase in the value of the Competence variable will be followed by an increase in the value of Employee Organizational Commitment. The influence of the Competence variable on the Organizational Commitment variable has a P-Value of 0.000 < 0.05, so it can be stated that there is a significant direct influence between Competence and Organizational Commitment.

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- The direct influence of the Organizational Commitment variable on the Employee Performance variable has a path coefficient of 0.786 (positive), meaning that an increase in Organizational Commitment will be followed by an increase in the value of the Employee Performance variable. The influence of the Organizational Commitment variable on the Employee Performance variable has a P-Value of $0.000 < 0.05$, so it can be stated that there is a significant direct influence between Organizational Commitment on Performance.

Indirect Effect Testing

Indirect influence testing aims to prove hypotheses about the influence of one variable on another indirectly (through an intermediary). If the indirect influence coefficient value is greater than the direct influence coefficient, then the intervening variable mediates the relationship between one variable and another. Conversely, if the indirect influence coefficient value is less than the direct influence coefficient, then the intervening variable does not mediate the relationship between one variable and another.

Table 2.
Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
INTEGRITY -> ORGANIZATIONAL COMMITMENT -> PERFORMANCE	0.084	0.085	0.037	2,252	0.025
LOAD -> ORGANIZATIONAL COMMITMENT -> PERFORMANCE	-0.300	-0.298	0.102	2,932	0.004
COMPETENCY -> ORGANIZATIONAL COMMITMENT -> PERFORMANCE	0.088	0.088	0.033	2,639	0.009

Source: Primary data processed with PLS, 2025

- The indirect effect of Integrity on Performance which is intervening by Organizational Commitment has a T statistic value of $2.252 > 1.96$ and a P Value of $0.025 < 0.05$, meaning that the effect of Integrity on Performance which is intervening by Organizational Commitment has a significant effect.
- The indirect effect of Workload on Performance which is intervening by Organizational Commitment has a T statistic value of $2.932 > 1.96$ and a P Value of $0.004 < 0.05$, meaning that the effect of Workload on Performance which is intervening by Organizational Commitment has a significant effect.
- The indirect effect of Competence on Performance which is intervening by Organizational Commitment has a T statistic value of $2.639 > 1.96$ and a P Value of $0.009 < 0.05$, meaning that the effect of Competence on Performance which is intervening by Organizational Commitment has a significant effect.

Influence Coefficient (R Square)

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

- If the R2 value (adjusted) = 0.75 the model is substantial.
- If the R2 value (adjusted) = 0.50 the model is moderate.
- If the R2 value (adjusted) = 0.25 the model is weak.

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Table 3
R-Square

	R Square	R Square Adjusted
ORGANIZATIONAL COMMITMENT	0.681	0.660
PERFORMANCE	0.845	0.839

Source: Primary data processed with PLS, 2024

The conclusion from the r-square test on Quality is that the Adjusted R-Square for the path model using moderator variables is 0.839. This means that the ability of the variables Integrity, Workload, Competence, and Organizational Commitment to explain Performance is 83.9%. While the remaining 16.1% is influenced by other variables or other factors not examined in this research model.

DISCUSSION

The Influence of Integrity on Performance

The direct influence of the Integrity variable on the Performance variable has a path coefficient value of 0.165 (positive), meaning that an increase in Integrity given will be followed by an increase in the value of the Performance variable. The influence of the Integrity variable on Performance has a P-Value of 0.047 <0.005, so it can be stated that there is a significant direct influence between the Integrity of BOS fund managers for high schools and vocational schools in Batam City on the resulting Performance. Based on the results of the research conducted, it can be seen that integrity has a significant influence on performance. This is when connected with the theoretical basis according to Kibtiyah (2016: 96) who defines integrity as something related to a person's trust and honesty. If an employee has high integrity, everything will be done honestly, wisely, and responsibly to build trust to provide a basis for reliable decision-making. Thus, the guarantee of performance provided can be trusted by all interested parties. Thus, if an employee has high integrity, the resulting performance will also be good. However, if the integrity possessed by an employee is low, the resulting performance will also be poor. This study found that integrity significantly influences the performance of high school and vocational school BOS fund managers in Batam. This indicates that the employees managing high school and vocational school BOS funds in Batam already have good integrity. This is proven by the fact that from 2023 until now, no high school and vocational school BOS fund managers in Batam have been caught in corruption cases. Furthermore, the distribution of questionnaire results showed that one of the answers with the highest score was "I always work according to the actual situation, neither adding nor reducing existing facts." This shows that the employees managing high school and vocational school BOS funds in Batam highly uphold their integrity to achieve maximum performance. Referring to previous research conducted by Oktavia in 2018, Safitri in 2022, and Devi in 2022, the results of these three researchers indicate a positive and significant influence between integrity and performance. Therefore, it can be concluded that the higher the integrity score, the better the performance.

The Effect of Workload on Performance

The direct effect of the Workload variable on the Performance variable has a path coefficient of -0.231 (negative), so an increase in the value of the Workload variable will decrease the Employee Performance variable. The effect of the Workload variable on the Employee Performance variable has a P-Value of 0.000 <0.05, so it can be stated that there is a significant negative direct effect between Workload on the Performance of the employees managing BOS funds for Senior High Schools and Vocational High Schools in Batam City. Based on the results of the research conducted, it can be seen that workload has a negative but significant influence on performance. This is because the greater the workload that must be carried by an employee, the less it is followed by an increase in performance from the employee concerned, and in fact, performance can even decline. According to Mudayana (Ahmad Hannani, 2016: 4), workload is something that arises from the interaction between the demands of tasks, the work environment where they are used as coworkers, skills, behavior, and perceptions of workers. The relationship between workload and employee performance, where if the workload is high, it will cause performance to decline, or it can be explained that the higher the workload received by an employee, the more it will affect the employee's performance. Excessive workload occurs when employees are expected to do more tasks than the time available. Excessive workload can cause decreased performance.

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This study found that workload has a significant negative effect on the performance of BOS fund managers for senior high schools (SMA) and vocational high schools (SMK) in Batam. This is consistent with what occurs in almost all senior high schools (SMA) and vocational high schools (SMK) in Batam, where BOS fund managers are teachers who are given additional duties in addition to their primary duties as educators. The additional duties of BOS fund managers are certainly very burdensome for teachers because they must complete, among other things, planning, making expenditures, and preparing school financial reports, requiring serious focus and attention. This often causes teachers to be unable to provide maximum performance because they have to divide their limited time for a lot of work. The results of this study are the same as those conducted by Kusumaningrum in 2016, Rahmana in 203 and Alfian in 2023. Based on the research results from the three researchers, it was found that workload has a negative and significant effect on employee performance.

The Influence of Competence on Performance

The direct influence of the Competence variable on the Performance variable has a path coefficient of 0.134 (positive), so an increase in the value of the Competence variable will be followed by an increase in the Performance variable. The influence of the Competence variable on the Performance variable has a P-Value of $0.123 > 0.05$, so it can be stated that there is a direct but insignificant influence of competence on the Performance of BOS fund management employees for high schools and vocational schools in Batam City. Based on the results of the research conducted, it can be seen that Competence has a significant influence on Performance. This is in line with the theory put forward by Kasmir (2019: 184) performance is the results of work and work behavior that have been achieved in fulfilling the tasks and responsibilities given during a certain period of time. Competence is the qualifications needed by employees to carry out work properly, namely having knowledge in understanding the object to be worked on. Employee competence is the knowledge, abilities, and various disciplines needed to carry out work accurately and quickly. Competence possessed by an employee if supported by good personal quality of experience, knowledge, and expertise will result in good performance. However, if an employee does not have good performance, the performance produced will also be poor.

This study found that competence has a significant positive effect on the performance of BOS fund management staff for senior high schools (SMA) and vocational high schools (SMK) in Batam. This proves that the competence of BOS fund management staff for senior high schools (SMA) and vocational high schools (SMK) in Batam is not yet good. This is because the BOS fund management staff for senior high schools (SMA) and vocational high schools in Batam are teachers. These teachers also have educational backgrounds that are not related to financial management. Furthermore, the education office provides minimal training to BOS fund management staff in terms of planning, spending, and preparing financial reports. Therefore, it is often found that when preparing BOS fund financial reports, many schools' reports are not accepted. This indicates that the lack of skills and knowledge also reduces performance. This is consistent with the results of questionnaires from BOS fund management staff. Where The results of this study are strengthened by the results of previous studies conducted by Asih in 2022, Rulianto in 2023 and Wahyuni in 2022. Based on the results of the study, it was found that the competencies possessed by employees have an insignificant influence on the performance produced by these employees.

The Influence of Integrity on Organizational Commitment

The direct influence of the Integrity variable on Performance has a path coefficient of 4.465 (positive), meaning that an increase in Integrity given will be followed by an increase in the value of the Performance variable. The influence of the Integrity variable on employee Performance has a P-Value of $0.000 < 0.05$, so it can be stated that there is a significant direct influence between Integrity on Organizational Commitment of BOS fund management employees of high schools and vocational schools in Batam City. Based on the results of the research conducted, it can be seen that Integrity has a significant influence on Organizational Commitment. The results of this study are in line with the theory put forward by Eprianti (2020:152) Integrity can be interpreted as public trust and is a reference for decisions taken. Integrity has a positive parameter on Organizational commitment, meaning that the higher the level of integrity, the better the Organizational commitment, but conversely, if an employee's integrity is low, it can be ascertained that the employee also has low organizational commitment. This study found that integrity significantly influences organizational commitment of high school and vocational high school BOS fund managers in Batam. This is because the high school and vocational high school BOS fund managers in Batam have a sense of responsibility for the results of their work. Furthermore, the high school and vocational high school BOS fund managers in Batam also adhere to existing regulations, both under supervision and under unsupervised

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conditions. Therefore, since 2023, no high school and vocational high school BOS fund managers in Batam have been involved in legal cases related to misuse of BOS funds. The results of this study corroborate those of previous studies conducted by Rosidin in 2022, Salwa in 2018, and Abdullah in 2019. These studies demonstrated that integrity has a positive and direct impact on organizational commitment. This demonstrates that the higher an employee's integrity, the higher the quality and commitment to the organization.

The Influence of Workload on Organizational Commitment

The direct influence of the Workload variable on Organizational Commitment has a path coefficient of 0.382 (positive), this means that an increase in the value of the Workload variable will be followed by an increase in the Organizational Commitment variable. The influence of the Independence variable on the Performance Variable has a P-Value of $0.003 < 0.05$, so it can be stated that there is a significant direct influence between the Workload variable on the Organizational Commitment Variable of BOS fund management employees of SMA and SMK in Batam City. The impact of workload on organizational commitment depends on how effectively leaders create work systems within their organizations. Excessive workloads and overloads can render employees ineffective, resulting in suboptimal performance and ultimately preventing the organization from achieving its goals. Therefore, a Standard Operating Procedure (SOP) is needed to regulate working hours, compensation, and the work procedures that must be implemented by employees within the organization. Effective implementation of this standard will increase employee commitment to the organization.

This study found that workload significantly influences organizational commitment of BOS fund managers in high schools and vocational schools in Batam City. These results are consistent with the situation in all high schools and vocational schools in Batam City, where workload influences organizational commitment. This is due to the large workload that is the responsibility of the teachers. Where teachers, in addition to their primary or main duties as educators, also have additional duties, one of which is as BOS fund managers. Even though they are given additional duties as BOS fund managers, teachers feel more motivated to the school. This is because by being given the task of managing BOS funds, teachers believe that they are still trusted to carry out tasks that are considered difficult. This is what causes commitment to the school to be higher. The results of this study are supported by previous studies conducted by Alhigna (2023), Permana (2023), and Muldani (2022). These studies showed a positive and significant effect between workload and employee organizational commitment.

The Influence of Competence on Organizational Commitment

The direct influence of the Competence variable on Organizational Commitment has a path coefficient of 0.649 (positive), meaning that an increase in the value of the Competence variable will be followed by an increase in the value of the Employee's Organizational Commitment. The influence of the Competence variable on the Organizational Commitment variable has a P-Value of $0.000 < 0.05$, so it can be stated that there is a significant direct influence between Competence on the Organizational Commitment of employees managing BOS funds for Senior High Schools and Vocational High Schools in Batam City. Based on the results of the research conducted, it can be seen that Competence has a significant influence on Organizational Commitment. The results of this study are in line with the theory put forward by Sutrisno (2016:203) competence is an ability based on skills and knowledge supported by work attitudes and their application in carrying out tasks and jobs that refer to the specified work requirements. Competence is considered as an individual's ability to carry out a job correctly that has advantages based on matters relating to knowledge, skills, and attitudes, therefore the higher the competence an employee has, the higher the commitment he or she has. One thing that is very influential in the progress of an organization in order to achieve the desired goals is by building commitment for everyone in the company. This will be realized if the employee has good competence.

This study found that competence significantly influences organizational commitment among senior high school (SMA) and vocational high school (SMK) BOS fund managers in Batam. This is due to the employees' strong interest in continuously improving their existing competencies by upgrading their knowledge and skills, despite the lack of training or workshops on BOS fund management held by the education office. This indicates that senior high school (SMA) and vocational high school (SMK) BOS fund managers in Batam have a strong commitment to the organization or school where they work. The results of this study are strengthened by the results of previous studies conducted by Mubarak Natsir in 2017, Edward in 2022 and Asnora in 2020. Where the results of the study showed that Competence has a positive and significant influence on employee Organizational Commitment.

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The Influence of Integrity on Performance Through Organizational Commitment

The indirect effect of Integrity on Performance which is intervening by Organizational Commitment has a T statistic value of $2.252 > 1.96$ and a P Value of $0.025 < 0.05$, meaning that the effect of Integrity on Performance which is intervening by Organizational Commitment has a significant effect. Based on the results of the research conducted, it can be seen that Integrity has a significant influence on Performance through Organizational Commitment. The results of this study are in line with the theory put forward by Prameswari (2015:3230) Integrity is a quality that creates public trust and the highest value system for professional members in testing all their decisions. An employee must have high integrity to achieve quality performance results. Integrity has positive parameters; an employee who has high integrity can be said to have a high commitment to the organization.

This study found that integrity significantly influences performance, which is influenced by organizational commitment. This proves that the organizational commitment of the BOS fund management staff for senior high schools and vocational high schools in Batam City is good in intervening integrity on the resulting performance. This is proven by the fact that from 2023 until now, none of the BOS fund management staff for senior high schools and vocational high schools in Batam City have been caught in corruption cases. With the integrity possessed by the BOS fund management staff for senior high schools and vocational high schools in Batam City do not submit to orders or directions that are not in accordance with procedures. This is done not only to achieve high performance but also as a form of commitment to the school organization. The results of this study echo those of previous studies conducted by Rosidin in 2022, Prasetyo in 2023, and Gaus in 2024. These studies demonstrated that integrity has a positive and direct impact on performance. This demonstrates that the higher an employee's integrity, the higher the quality and performance they achieve.

The Influence of Workload on Performance Through Organizational Commitment

The indirect effect of Workload on Performance which is intervening by Organizational Commitment has a T statistic value of $2.932 > 1.96$ and a P Value of $0.004 < 0.05$, meaning that the effect of Workload on Performance which is intervening by Organizational Commitment has a significant effect. Employees in carrying out their work must be adjusted to The workload and time allotted to complete it aims to ensure that employee performance within the organization does not decline. Employees in carrying out their duties are often faced with tasks that must be done together, so employees who have a high organizational commitment are needed so that these tasks are completed properly. The results of this study are in accordance with the conditions that exist in high schools and vocational schools in Batam City. Where the workload affects organizational commitment, this is due to the large workload that is the responsibility of the teachers. In addition to having the main task as educators, teachers also have additional duties as managers of BOS funds. Although given additional duties as managers of BOS funds, teachers feel they have more motivation to the school. This is because by being given the task as managers of BOS funds, teachers believe that they still have the trust to carry out tasks that are considered difficult. This is what causes commitment to the school to be higher. The results of this study are similar to those of previous studies conducted by Juniati in 2018, Tampenawas in 2023, and Patta in 2021. These studies indicate that workload significantly positively influences employee performance through organizational commitment. In other words, a better workload will improve employee performance and commitment to the organization.

The Influence of Competence on Performance Through Organizational Commitment

The indirect effect of Competence on Performance which is intervening by Organizational Commitment has a T statistic value of $2.639 > 1.96$ and a P Value of $0.009 < 0.05$, meaning that the effect of Competence on Performance which is intervening by Organizational Commitment has a significant effect. Competence, organizational commitment, and performance are inseparable from an organization, because an organization needs things that can motivate employees so that they can continue to commit to maintaining their beliefs to be able to continue to be part of the organization. To be able to increase employee commitment, the organization must be able to make employees more comfortable and have a sense of satisfaction in working. Employee performance can be obtained from the results of the work that has been done. Good work results and can be implemented on time and on target will create satisfaction in employees. For this reason, good competence is needed so that they can complete work quickly and with good results. In this study, the results showed that the Organizational Commitment owned by employees managing BOS funds for high schools and vocational schools in Batam City so that employees will love the organization more and will always want to be part of the organization. This is caused because in carrying out their duties and work, employees managing BOS funds for high schools and vocational schools in Batam City will find it difficult to get jobs with the same atmosphere and income if they have to look

THE EFFECT OF INTEGRITY, WORKLOAD, AND COMPETENCE ON THE PERFORMANCE OF BOS FUND MANAGERS OF STATE HIGH SCHOOL AND VOCATIONAL SCHOOL IN BATAM CITY WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE

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elsewhere. Apart from that, the desire to spend their career in this organization is also one of the reasons why employees have a higher commitment to the organization and feel high satisfaction with their work. The results of this study are consistent with previous studies conducted by Zulfikar (2022), Widodo (2022), and Kojongin (2021). The results of the research by these three researchers are that organizational commitment has a positive and significant effect on performance.

The Influence of Organizational Commitment on Performance

The direct influence of the Organizational Commitment variable on the Employee Performance variable has a path coefficient of 0.786 (positive), meaning that an increase in Organizational Commitment will be followed by an increase in the value of the Employee Performance variable. The influence of the Organizational Commitment variable on the Employee Performance variable has a P-Value of $0.000 < 0.05$, so it can be stated that there is a significant direct influence between Organizational Commitment on the Performance of BOS fund management employees for Senior High Schools and Vocational High Schools in Batam City. An employee with a high organizational commitment will demonstrate a willingness to work hard to achieve organizational goals. Organizational commitment is a form of employee loyalty in exchange for their service contributions to the organization. With a high number of employees with a strong organizational commitment, performance will be optimal. The results of this study are consistent with the situation in high schools and vocational schools in Batam City, namely that despite being given a large workload and short completion time, the employees managing BOS funds for high schools and vocational schools in Batam City are still able to complete all work well and optimally. This is because the employees managing BOS funds for high schools and vocational schools in Batam City want to spend the rest of their careers at this institution, according to the results of the questionnaire distribution. The results of this study align with previous research conducted by Nurhaliza (2021), Salsabila (2021), and Purnami (2024). The results showed that organizational commitment has a positive and significant effect on employee performance. This suggests that a higher employee's commitment to the organization directly improves their performance.

CONCLUSION

Based on the research results and discussion, this research can be concluded as follows:

1. Integrity has a positive and significant influence on the performance of BOS fund management staff for high schools and vocational schools in Batam City.
2. Workload has a negative and significant effect on the performance of BOS fund management staff for high schools and vocational schools in Batam City.
3. Competence has a positive but not significant effect on the performance of BOS fund management staff for high schools and vocational schools in Batam City.
4. Integrity has a positive and significant influence on the Organizational Commitment of BOS fund management employees for high schools and vocational schools in Batam City.
5. Workload has a positive and significant effect on the Organizational Commitment of BOS fund management employees for high schools and vocational schools in Batam City.
6. Competence has a positive and significant influence on the Organizational Commitment of BOS fund management employees for high schools and vocational schools in Batam City.
7. Organizational Commitment has a positive and significant influence on the performance of BOS fund management employees for high schools and vocational schools in Batam City.
8. Integrity towards Performance through Organizational Commitment of BOS fund management employees for Senior High Schools and Vocational High Schools in Batam City has a significant influence
9. Workload on Performance through Organizational Commitment of BOS fund management employees for high schools and vocational schools in Batam City has a significant influence
10. Competence on Performance through Organizational Commitment of BOS fund management employees for SMA and SMK in Batam City has a significant influence

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