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THE EFFECT OF WORKLOAD ON EMPLOYEE PERFORMANCE AT PT. INTIDAYA DINAMIKA SEJATI JEMBER THROUGH CYBERLOAFING BEHAVIOR

Anastasya Kristi¹ | Diana Sulianti K. Tobing² | Nyoman Gede Krishnabudi³

¹^{2,3}Faculty of Economy and Business, University of Jember, Indonesia

*Corresponding author: anastasyaa84@gmail.com

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Abstract

Employee productivity is impacted by an organization's ability to handle work pressure and adjust to continuous digital changes in addition to competence. A possible danger to the efficiency of work is cyberloafing, which is a result of growing workloads and unrestricted internet access. This study looks at how employee performance is affected by workload, and it considers cyberloafing behavior as a mediating factor. The study, which employed a quantitative methodology and Partial Least Squares – Structural Equation Modeling (PLS-SEM) for analysis, involved 66 employees at PT. Intidaya Dinamika Sejati Jember. The findings show that workload has a large and beneficial impact on performance and a considerable and unfavorable impact on cyberloafing. The connection between workload and performance is not mediated by cyberloafing, and it has little or no effect on performance. These findings imply that, despite the fact that cyberloafing does happen, high employee dedication and dependability prevent it from significantly lowering performance. The study comes to the conclusion that keeping productivity high and reducing deviant behaviours at work require efficient task management.

Keywords: Workload, Cyberloafing Behavior, Performance, PLS-SEM

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1 Introduction

Human Resource Management (HRM) plays a crucial role in optimizing employee potential and aligning individual efforts with organizational goals (Suhairi et al., 2023). Effective HRM ensures that employees can perform their tasks efficiently and are supported through conducive working environments that foster productivity and satisfaction (Jebbari, 2024). Employee performance is a central construct in organizational psychology and is influenced by various internal factors, such as motivation and skills, as well as external factors, including workload (Johari et al., 2018; Pourteimour et al., 2021).

Workload is often defined as the accumulation of tasks assigned within a given time frame (Pourteimour et al., 2021). Excessive workload can lead to stress, fatigue, and ultimately reduced performance (Cahyani et al., 2019). It may also contribute to behavioral deviations such as cyberloafing—defined as non-work-related use of the internet during work hours (Lim & Teo, 2024). While internet access is designed to support job functions, it may be misused for personal purposes, thus affecting work efficiency (Henle & Blanchard, 2008). Research shows that a significant portion of employees engage in cyberloafing during working hours (Mirza & Santoso, 2019), often as a coping mechanism under high workload conditions (Jiang et al., 2020)

PT. Intidaya Dinamika Sejati Jember, a technical service and engineering company in Indonesia, high workload has been associated with delayed task execution and overtime accumulation, totaling 17,875 hours as of May 2024. Employees frequently engage in short cyberloafing activities—such as browsing social media or online shopping—particularly during peak workload periods. These behaviors may reduce overall productivity, especially in the absence of strict supervision or clear internet usage policies.

Although some studies suggest that cyberloafing has a negative impact on employee performance (Puriatna Sari, 2022), research examining its mediating role between workload and performance remains limited, particularly in service-based technical organizations. Therefore, this study aims to analyze the influence of workload on employee performance, both directly and indirectly through cyberloafing, within the context of PT. Intidaya Dinamika Sejati Jember.

1.1 Hypothesis

1. Employee performance at PT. Intidaya Dinamika Sejati Jember is significantly influenced by workload.
2. Cyberloafing behavior has a significant effect on PT. Intidaya Dinamika Sejati Jember employees' performance.
3. Workload has a significant effect on PT. Intidaya Dinamika Sejati Jember employees' cyberloafing behaviors.
4. Cyberloafing behavior mediates the effect of workload on employee performance at PT. Intidaya Dinamika Sejati Jember

2 Research Methodology

In order to examine the influence of workload on employee performance through cyberloafing as a mediating variable, this study employed a quantitative explanatory research design. The study was conducted at PT. Intidaya Dinamika Sejati Jember, Indonesia, involving employees across several departments. From a total population of 184 employees, a sample of 66 respondents was selected using a non-probability purposive sampling technique, with specific criteria including (1) employment in non-top management roles and (2) routine use of internet-connected devices in daily tasks. Data were collected using structured questionnaires distributed both in print and via Google Forms.

The sample size of 66 respondents is considered adequate for analysis using Partial Least Squares Structural Equation Modeling (PLS-SEM). According to Hair et al. (2022), PLS-SEM is suitable for small

to medium sample sizes, and a minimum of 10 times the maximum number of formative indicators linked to a single latent construct is sufficient for robust model estimation. In this study, the largest number of indicators within one construct is six, making the minimum required sample 60. Therefore, the selected sample meets both practical and statistical requirements for structural model testing using PLS-SEM.

Table 1. Employee Population of PT. Intidaya Dinamika Sejati Jember

No	Organization	Numbers
1.	<i>Engineering Factory</i>	44
2.	<i>Fabrication Factory</i>	31
3.	<i>Finance Factory</i>	3
4.	<i>HRGA Factory</i>	13
5.	<i>HSE Factory</i>	3
6.	<i>Infrastructure & Maintenance Factory</i>	8
7.	<i>Management Factory</i>	6
8.	<i>Marketing</i>	1
9.	<i>Otomotive Factory</i>	7
10.	<i>Production Factory</i>	44
11.	<i>Quality Control Factory</i>	11
12.	<i>Warehouse Factory</i>	13
TOTAL		184

Source: Talenta by Mekari (HRIS) PT. Intidaya Dinamika Sejati Jember (2024)

2.1 Measurement

The research instrument in this study was developed by adapting validated items from previous studies relevant to workload, cyberloafing, and employee performance. Each variable was measured using multiple indicators with a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The instrument developed is described in the constructs described in Table 2.

Table 2. The Instruments

Dimensions	Construct
Workload	Task target
	Work conditions
	Time usage
Employee Performance	Work quantity
	Work quality
	Punctuality
	Attendance
	Teamwork Ability
	Work Reliability
Cyberloafing	Prevalence
	Perceived seriousness
	Justification
	Regulation

Instrument validity was confirmed through convergent validity (outer loading > 0.7 and AVE > 0.5), and all constructs demonstrated composite reliability values above 0.7, indicating a high level of internal consistency.

2.2 Data analysis

Data analysis was conducted using Partial Least Squares–Structural Equation Modeling (PLS-SEM) to assess both measurement and structural models. The measurement model was evaluated through convergent and discriminant validity, as well as composite reliability. Hypothesis testing was carried out through bootstrapping procedures to determine the significance of direct and indirect effects among variables. Prior to model testing, descriptive statistics were used to present demographic profiles of respondents and the mean values of each research variable. All statistical analyses were performed using SmartPLS 4.

3 Results and Discussions

The number of samples in this study was 66 respondents. Based on the processed data, the highest percentage based on 1) position, staff (33.33%), 2) gender, Male (77,27%), 3) the most recent educational attainment, Senior High School (48.48%), 4) Age, 21-30 years old (68.18%), and 5) Period of employment, 1-10 years (81.82%).

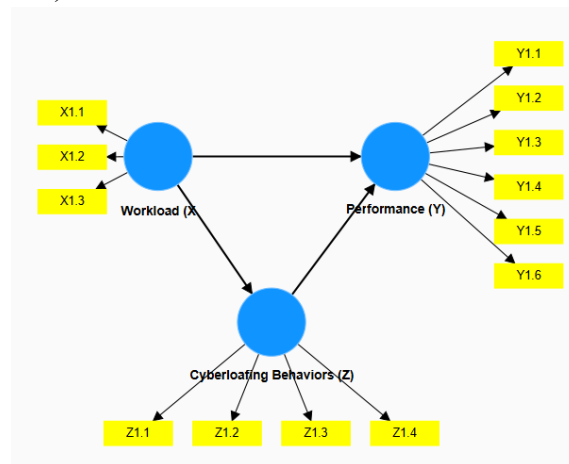


Figure 1. Model Testing Scheme

The structural model in this study was constructed by positioning workload as an exogenous variable, cyberloafing as a mediating variable, and employee performance as the endogenous outcome. This model configuration was based on theoretical and empirical considerations related to job demands and counterproductive work behaviors (Lim & Teo, 2024; Nugroho & Kuswanti, 2023). Model estimation was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM), following the guidelines of Hair et al. (2022), including checks for collinearity ($VIF < 3.3$) and model fit. Hypothesis testing was carried out through bootstrapping with 5,000 resamples to assess the significance of each path coefficient.

Table 4. VIF Test Result

Variable	VIF
X1.1	1.838
X1.2	1.770
X1.3	1.249
Y1.1	2.238
Y1.2	1.849
Y1.3	2.010

Y1.4	2.658
Y1.5	2.195
Y1.6	1.526
Z1.1	1.480
Z1.2	1.268
Z1.3	1.290
Z1.4	1.063

3.1 Data Analysis Result (Outer Model)

3.1.1 Convergent Validity

Convergent validity is the degree to which indicators used to measure a construct are highly correlated, with a factor loading value of > 0.5 , ideally > 0.7 , according to Hair et al. (2022).

Table 4. Convergent Validity Test Results

Variable	Indicator	Loading Factor		Description
		Score	Rule of Thumb	
Workload (X)	X1.1	0,805	0,700	Valid
	X1.2	0,831	0,700	Valid
	X1.3	0,785	0,700	Valid
Performance (Y)	Y1.1	0,740	0,700	Valid
	Y1.2	0,735	0,700	Valid
	Y1.3	0,804	0,700	Valid
	Y1.4	0,825	0,700	Valid
	Y1.5	0,769	0,700	Valid
	Y1.6	0,716	0,700	Valid
Cyberloafing Behaviors (Z)	Z1.1	0,824	0,700	Valid
	Z1.2	0,705	0,700	Valid
	Z1.3	0,717	0,700	Valid
	Z1.4	0,380	0,700	Not Valid

The analysis reveals that all Workload and Performance variables have loading factors above 0.700, making them valid. However, indicator Z1.4, which has a factor loading value below 0.700, is invalid. This is because it does not directly measure respondents' behavior or attitudes towards cyberloafing, but rather assesses perceptions of organizational rules. After removing Z1.4, a re-test was conducted on the outer loadings of each indicator and all indicators have qualified for convergent validity, as shown in Table 5.

Table 5. Results of the Convergent Validity Retest

Variable	Indicator	Loading Factor		Description
		Score	Rule of Thumb	
Workload (X)	X1.1	0,811	0,700	Valid
	X1.2	0,837	0,700	Valid
	X1.3	0,776	0,700	Valid
Performance (Y)	Y1.1	0,740	0,700	Valid
	Y1.2	0,736	0,700	Valid
	Y1.3	0,805	0,700	Valid
	Y1.4	0,823	0,700	Valid
	Y1.5	0,768	0,700	Valid
	Y1.6	0,716	0,700	Valid
Cyberloafing Behaviors (Z)	Z1.1	0,852	0,700	Valid
	Z1.2	0,707	0,700	Valid
	Z1.3	0,724	0,700	Valid

3.1.2 Discriminant Validity

The Heterotrait-Monotrait Ratio (HTMT) measures the correlation between variables, comparing it to a specific threshold of 0.90 for conceptually similar constructs and 0.85 for conceptually different ones (Hair et al., 2022).

Table 6. HTMT Test Result

	Performance (Y)	Cyberloafing Behavior (Z)	Workload (X)
Performance (Y)			
Cyberloafing Behavior (Z)	0,475		
Workload (X)	0,617	0,405	

The Heterotrait-Monotrait Ratio test indicates good discriminant validity between Performance (Y), Cyberloafing Behavior (Z), and Workload (X), with values below the 0.90 threshold.

3.1.3 Composite Reliability

Composite Reliability value > 0.7 indicates good reliability. For Cronbach's alpha, a value between 0.70 and 0.90 is considered satisfactory, while a value between 0.60 and 0.70 is acceptable in exploratory research (Hair et al., 2022).

Table 7. Composite Reliability Test Result

Variable	Cronbach's alpha	Composite reliability	Average Variance Extracted (AVE)
Performance (Y)	0,859	0,894	0,586
Cyberloafing Behavior (Z)	0,639	0,807	0,583
Workload (X)	0,738	0,850	0,653

Based on the above test results, all variables are considered reliable because they have Cronbach's Alpha values above 0.60 and Composite Reliability above 0.70. The variables Performance (Y), Workload (X), and Cyberloafing Behavior (Z) each meet these criteria, with AVE values also exceeding the minimum threshold of 0.50. This indicates that the instruments used meet the criteria for reliability and convergent validity.

3.2 Analysis Partial Least Square-Structural Equation Model (PLS-SEM)

The structural model analysis revealed that workload and cyberloafing as predictors of employee performance, accounts for 31.0% of the variance in performance ($R^2 = 0.310$), with an adjusted R^2 of 0.299. This suggests that the model has a moderate explanatory power in predicting employee performance. In addition, cyberloafing as a dependent variable was explained by workload at 8.9% ($R^2 = 0.089$), indicating a relatively weak but meaningful influence.

Table 8. R-square Test Result

	<i>R-square</i>	Description
Performance (Y)	0,310	Weak
Cyberloafing Behavior (Z)	0,089	Weak

Effect size (f^2) analysis further supports the contribution of each predictor. The effect of workload on performance produced a moderate effect size ($f^2 = 0.253$), while the effect of cyberloafing on performance showed a small effect ($f^2 = 0.074$). The influence of workload on cyberloafing also indicated a small effect ($f^2 = 0.098$), implying that although workload contributes to the reduction of cyberloafing, its predictive strength is limited.

Table 9. F-square Test Result

	Performance (Y)	Cyberloafing Behavior (Z)	Workload (X)
Performance (Y)			
Cyberloafing Behavior (Z)	0,074		
Workload (X)	0,253	0,098	

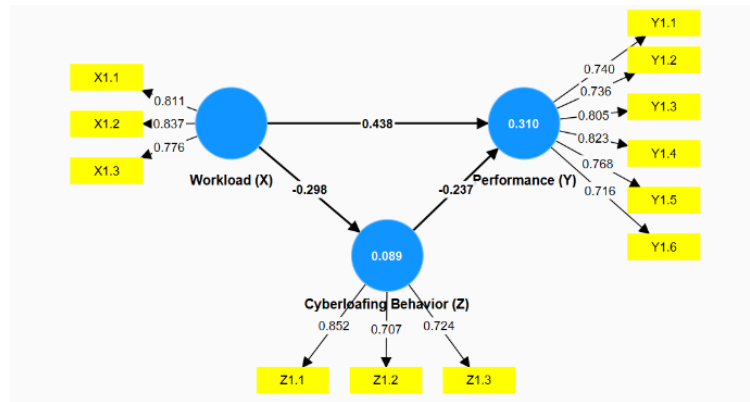


Figure 2. Result of PLS Software

3.3 Hypothesis Tests

3.3.1 Direct Effects

The results of the structural model analysis indicate that workload has a positive and statistically significant effect on employee performance ($\beta = 0.438$; $T = 4.603$; $p < 0.001$), supporting Hypothesis 1. This relationship was modeled based on the assumption that optimal workload—defined as manageable, clear, and aligned with employee capabilities—can enhance concentration, motivation, and task completion. In the model, workload was placed as an exogenous predictor of performance to reflect theoretical and empirical findings suggesting that well-structured demands drive productive behavior. Conversely, the effect of cyberloafing on performance was negative but not statistically significant ($\beta = -0.237$; $T = 1.922$; $p = 0.055$), leading to the rejection of Hypothesis 2. This path was included in the model to examine the possibility that non-work-related internet activity would reduce work effectiveness; however, the results indicate that occasional cyberloafing may not meaningfully disrupt performance within this context.

Meanwhile, workload was found to have a negative and statistically significant effect on cyberloafing ($\beta = -0.298$; $T = 3.408$; $p = 0.001$), supporting Hypothesis 3. This path was constructed under the premise that optimal workload levels reduce opportunities and tendencies for deviant digital behavior, as employees become more engaged with their core tasks. The significant negative relationship supports this model assumption, indicating that employees who perceive their workload as appropriately challenging are less likely to divert attention to non-productive online activities during work hours.

Table 10. Output of Direct Effects

	Original sample	T statistics	P values	Description
Workload (X) -> Performance (Y)	0,438	4,603	0,000	Significant

Cyberloafing Behavior (Z) -> Performance (Y)	-0,237	1,922	0,055	Not Significant
Workload (X) -> Cyberloafing Behavior (Z)	-0,298	3,408	0,001	Significant

3.3.2 Indirect Effects

The mediation test results show that cyberloafing does not significantly mediate the relationship between workload and employee performance. Although the indirect effect yielded a positive coefficient of 0.071, the T-statistic of 1.649 and p-value of 0.099 indicate that the effect is not statistically significant at the 0.05 level. These findings lead to the rejection of Hypothesis 4 and suggest that the mediating role of cyberloafing is weak and insufficient to explain the influence of workload on performance.

Table 11. Output of Indirect Effects

	Original sample	T statistics	P values	Description
Workload (X) -> Performance (Y)	0,071	1,649	0,099	Not Significant

Discussion

The findings of this study confirm that workload has a significant positive impact on employee performance, consistent with prior research indicating that a well-structured and proportionate workload can serve as a motivator rather than a stressor (Assidiqi & Suryosukmono, 2023; Yanuarto Nugroho & Dyah Kuswanti, 2023). Unlike excessive workloads that trigger fatigue or burnout, the workload perceived by employees in this study was relatively optimal—reflected through clear job targets, appropriate task distribution, and alignment with individual capacity. These characteristics foster a sense of responsibility and engagement, allowing employees to focus on achieving performance outcomes. Theoretically, this aligns with the person–environment fit perspective, which suggests that when job demands are in harmony with personal abilities and support systems, individuals are more likely to perform effectively (Jebbari, 2024). Supporting this, descriptive results showed high employee agreement toward structured job expectations and goal orientation, which translated into improvements in timeliness and quantity of work output.

Conversely, cyberloafing behavior—though present—was found not to significantly reduce employee performance. This finding suggests that in a high-responsibility work environment, limited engagement in non-work-related digital activities may not necessarily interfere with work outcomes. Lim & Chen (2012) similarly argued that cyberloafing may act as a self-regulation mechanism, helping employees manage psychological strain during working hours. In the context of this study, cyberloafing appeared to be minimal and possibly confined to short breaks, aligning with the notion of micro-breaks that do not disrupt task performance. However, consistent with the findings of Mirza & Santoso (2019), the persistence of such behavior—even at a moderate level—raises concerns about weak policy enforcement and blurred boundaries between relaxation and disengagement. Moreover, Sao et al. (2020) noted that cyberloafing tends to increase when supervision is lacking and expectations are ambiguous.

Interestingly, this study found a significant negative relationship between workload and cyberloafing, reinforcing the idea that optimal task demands reduce the cognitive and temporal space for deviant work behaviors. Ramadhan & Nurtjahjanti (2017) reported similar results, showing that employees under structured and meaningful workloads exhibit fewer distractions and greater task focus. The findings also support the view of cyberloafing as a compensatory behavior that becomes less relevant when the job

itself is sufficiently engaging. In contrast, studies by Allosius Howay et al. (2024) and Puriatna Sari (2022) found different outcomes in contexts where workload was perceived as overwhelming, leading to greater psychological withdrawal and performance deterioration. The current study, however, reveals that in contexts with optimal workload conditions, cyberloafing is more likely to be contained and non-disruptive.

Taken together, the insignificant mediating effect of cyberloafing between workload and performance in this study indicates that cyberloafing does not meaningfully alter the relationship between these two variables. While prior research suggested partial mediation effects (Yanuarto Nugroho & Dyah Kuswanti, 2023), the present findings emphasize the importance of workload quality rather than quantity. From a practical standpoint, organizations should prioritize workload management strategies that are challenging yet realistic, while also developing digital policies that acknowledge micro-breaks without encouraging counterproductive behavior. Future research may adopt longitudinal and comparative approaches to further explore how different workload characteristics shape behavioral responses and performance outcomes over time.

4 Conclusion

This study highlights the significant influence of workload on employee performance at PT. Intidaya Dinamika Sejati Jember. While workload positively impacted performance, it also demonstrated a significant negative relationship with cyberloafing behavior. Interestingly, although cyberloafing was present at a moderate level, it did not significantly reduce performance nor mediate the relationship between workload and performance. These findings suggest that employees remain committed to their responsibilities despite engaging in brief non-work-related activities, possibly as a coping mechanism under high workload conditions.

The results reinforce the idea that a balanced workload can enhance focus and productivity while also minimizing unproductive behaviors. However, the presence of cyberloafing, even if not directly harmful, calls attention to the importance of structured breaks and digital usage policies to maintain work discipline and mental well-being.

Based on these findings, it is recommended that organizations implement more structured workload distribution and leverage tools such as time-tracking systems to support task management. Establishing scheduled micro-breaks and promoting ethical digital behavior through regular training may further enhance productivity while supporting employee wellness. For academic and research communities, future studies should consider exploring cyberloafing as a potential coping mechanism and examine its long-term implications using varied sectors, samples, and methodological approaches.

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Ethical Considerations

Not Applicable

Conflict of Interest

The Authors declare there is no conflict of interest.

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