

**THE INFLUENCE OF JOB STRESS AND WORKLOAD ON ORGANIZATIONAL COMMITMENT
(Research on Employees of the Harum Berkah Fried Onion Company)**

Adin Kurniadin¹

Eeng Ahman²

Munir Nur Komarudin³

Management Study Program, Faculty of Economics and Business, Kuningan University
e-mail : adinkurnia1999@gmail.com¹, eengahman@upi.edu², munir.nur@uniku.ac.id³

ABSTRACT

The aim of the study was to analyze the influence of job stress and workload on employees' organizational commitment, both collectively and individually. The research adopted a descriptive-verification method with a quantitative approach. The study used a saturated sample of 32 employees from Bawang Goreng Harum Berkah Company, which constituted the total populations. Data collection was done through a valid and reliable questionnaire. The data analysis techniques included descriptive analysis, classical assumption tests, multiple regression analysis, coefficient determination tests, and hypothesis testing. The research results indicated that 1) Job stress and workload collectively had a significant influence on organizational commitment. 2) Job stress had a negative and significant effect on organizational commitment individually. 3) Workload had a negative and significant effect on organizational commitment individually. Overall, the findings revealed an inverse relationship, suggesting that reducing job stress and workload could enhance organizational commitment. Adjusting working hours and providing clear instructions regarding task execution could be potential solutions to address the high job demands and confusion experienced by employees, leading to an increase in organizational commitment.

Keywords: *Work Stress, Workload, Organizational Commitment*

INTRODUCTION

Human resources are the main element in an organization. Problems regarding human resources in companies have always been in the spotlight even in the current era of globalization. Increasingly sophisticated technology does not guarantee that an activity in the company will run well, without qualified and highly committed human resources.

Moorhead and Griffin in Wigunardi & Waruwu (2023) suggest that organizational commitment is a form of attitude of an individual who is willing to

be bound in the organization.

Kaswan (2017) suggests that organizational commitment is a work attitude in the form of desire, trust and loyalty to the organization, employees show that they are part of an organization that is willing to work for the benefit of the organization.

From the above statement, organizational commitment can be measured by how the level of employee loyalty and trust in the organization. One of the tools to measure organizational commitment is turnover.

Tabel 1. 1

Employee Turnover Data of Harum Berkah Fried Onion Company in 2020-2022

Year	Employee s at the beginning of the year	Number of Employees Who Left	Number of Employees Entered	Year-end Employee Count	Persentag e Turnover
2020	33	5	5	33	12,12%
2021	33	5	4	32	15,38%
2022	32	6	6	32	18,46%

Source: Harum Berkah Fried Onion Company, 2022

Based on table 1.1, the calculation results show that the employee turnover rate in the last 3 years has increased, with the largest percentage rate being 18.46%. According to Gallup (2008) the ideal turnover for companies is no more than 10%. In the last 3 years, the turnover rate at the Harum Berkah Fried Onion Company has always been above 10%. This indicates that the turnover rate in the company is high because it is above the normal limit.

According to Asikgil & Aydogyu (2014), the problem related to high employee turnover is the impact of low organizational commitment. Factors that influence organizational commitment according to David in Susilowati & Farida (2017) include: (1) Personal factors, such as age, type of work, level of education, work experience, work stress. (2) Job characteristics, such as job scope, challenge, conflict, workload, role, level of difficulty in work. (3) Structural characteristics, such as the size of the organization, the form of the organization and (4) Work experience.

Based on direct observation, there are complaints from employees who mention that the roles experienced by the workforce make them feel tired quickly. The author suspects that the decline in commitment is a result of unstable workload and work stress. Each employee has a different level of work readiness, employees with a low level of

work readiness can easily experience work stress, feelings of fatigue can be felt by employees because of workloads that are not in accordance with what is expected.

Previous research on the effect of work stress and workload on organizational commitment conducted by Madiistriyatno & Hermawan (2022) states that workload and work stress have a negative effect on commitment. Another study conducted by Wangsa & Edalmen (2022) states that workload and work stress have a negative and significant effect on organizational commitment. While other results can be obtained from research conducted by Hermawan et al., (2020) which states that workload and work stress have a positive effect on organizational commitment.

THEORETICAL FOUNDATION

Newstrom in Wibowo (2017) suggests that organizational commitment is a level where workers identify with the organization and want to continue actively participating in it.

Robbins & Judge (2018) suggest that work stress is a dynamic condition where an individual is faced with an opportunity, demand or resource related to environmental conditions, organizational conditions and in a person.

Harry G, et al in Tarwaka (2014) suggested that workload is the burden

borne by the workforce in accordance with the type of work.

HYPOTHESIS

- H1 : Work stress and workload simultaneously affect organizational commitment.
- H2 : Work stress affects organizational commitment
- H3 : Workload affects organizational commitment

RESEARCH METHODOLOGY

1. Research Methods

This research is included in applied research. The method used is descriptive verification method with a quantitative approach.

2. Operational Variables

Indicators of Organizational Commitment according to Newstrom in Wibowo (2017), namely: The desire for a career in the organization, a sense of trust in the organization, loss of income if you leave the company, feeling responsible for working well and the desire to return services to the company.

Indicators of Job Stress according to Robbins & Judge, (2018), namely: Environmental uncertainty, task demands related to the amount of work, role demands related to the pressure experienced by employees, personal demands related to work groups and technical assistance and employee personality.

Workload Indicators according to Harry G, et al. in Tarwaka (2015), namely: The period of working time or the demands of working time, the frequency of arrival of work, the level of concentration in carrying out tasks, the level of risk of work and confusion or frustration.

3. Population and Sample

The population in this study were 32 employees of the Blessing Harum Fried Onion Company. The sampling technique used in the study was a saturated sample.

4. Validity and Reliability Test

The data used in the study has passed the validity and reliability tests.

DISCUSSION

A. Research Results

Descriptive Questionnaire Results

The first picture describes the characteristics of respondents based on gender, of the 32 respondents studied, the results show that the number of male respondents is 30 people or 93.8% and the number of female respondents is 2 people or 6.3%. So the conclusion is that based on gender, the majority of employees are dominated by male employees. The second picture regarding age, it was found that respondents aged less than 20 years were 1 person or 3.1%, respondents aged 21-30 years were 13 people or 40.6%, respondents aged more than 30 years were 18 people or 56.3%. The data concluded that the characteristics of respondents based on age in employees of the Harum Berkah Fried Onion Company were dominated by employees aged more than 30 years. The third picture regarding the level of education, out of 32 respondents, 14 people or 43.8% of employees based on elementary school education level, junior high school education level as many as 6 people or 18.8% and high school education level as many as 12

people or 37.5%. The data concludes that the characteristics of respondents based on the latest education in employees of the Harum Berkah Fried Onion Company are dominated by employees with elementary school educational backgrounds, because the qualifications required by factory employees do not require highly educated employees.

1. Descriptive Analysis

Descriptive analysis is a statistic used to analyze data by describing or describing the data that has been collected as it is without intending to make general conclusions or generalizations (Sugiyono, 2018)

Classical Assumption Test

Tabel 4.7
Normality Test Results
One-Sample Kolmogorov-Smirnov Test

Normality Test		Unstandardized Residual
N		32
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.39668344
Most Extreme Differences	Absolute	.105
	Positive	.085
	Negative	-.105
Test Statistic		.105
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

Sourcer: Output SPSS 23

Based on the normality test results in table 4.7 above, the Asymp. Sig. of 0.200. Sig value $0.200 > 0.05$. Referring to the basis for making normality test decisions that if the sig value > 0.05 = normal distribution. So

the results of the variable normality test in this study are said to be normally distributed.

b. Multicollinearity Test

Tabel 4. 8
Multicollinearity Test Results Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	108.975	5.987		18.202	.000		
Stres Kerja	-.588	.189	-.459	-3.104	.004	.869	1.150
Beban Kerja	-.437	.186	-.348	-2.350	.026	.869	1.150

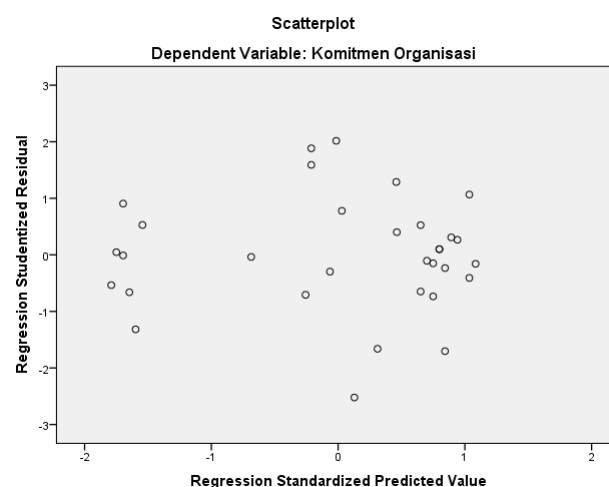
a. Dependent Variable: Komitmen Organisasi

Sourcer: Output SPSS 23

Based on the multicollinearity test results from table 4.8 above, the results show that the tolerance value of the Work Stress (X1) and Workload (X2) variables is 0.869 greater than 0.10. Then the VIF value of the Work Stress (X1) and Workload (X2) variables is 1.150 smaller than 10.00. Referring to the basis for making multicollinearity test decisions if the

c. Heteroscedasticity Test

tolerance value is > 0.10 and if the VIF value is < 10.00 = no multicollinearity occurs. Based on the basis of decision making, it can be concluded that the variables of Work Stress (X1) and Workload (X2) in this study do not occur multicollinearity in the regression model.



Sourcer: Output SPSS 23

Picture 4. 6
Heteroscedasticity Test Results

The results of the heteroscedasticity test in table 4.6 show no clear pattern and the dots spread above, below and around the number 0. So it can be ascertained

that in this study there is no heteroscedasticity.

2. Multiple Linear Regression Test Analysis

Tabel 4.9

Multiple Regression Analysis
Results Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
	B	Std. Error	Beta	t		Tolerance	VIF
1 (Constant)	108.975	5.987		18.202	.000		
Stres Kerja	-.588	.189	-.459	-3.104	.004	.869	1.150
Beban Kerja	-.437	.186	-.348	-2.350	.026	.869	1.150

a. Dependent Variable: Komitmen Organisasi

Source: Output SPSS 23

Based on table 4.9 above, it can be seen the multiple linear regression

equation with the following formula:

$$Y = a + b_1x_1 + b_2x_2$$

$$Y = 108,975 - 0,588X_1 - 0,437X_2$$

Mean :

1. The constant value of 108.975 means that if the value of the Work Stress (X1) and Workload (X2) variables is 0, the value of Organizational Commitment (Y) will reach a value of 108.975.
2. The regression coefficient of the Work Stress variable (X1) shows a coefficient value of - 0.588, meaning that if Work Stress increases, Organizational Commitment decreases by -0.588. This states that the direction of the effect of Job Stress on

Organizational Commitment has a negative (opposite) direction of influence.

3. The regression coefficient of the Workload variable (X2) shows a coefficient value of - 0.437, meaning that if the Workload increases, the Organizational Commitment decreases by -0.437. This states that the direction of the effect of Workload on Organizational Commitment has a negative (opposite) direction of influence.

5. Detemination Coefficient

Tabel 4. 10
Determination Coefficient Test Results
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.669 ^a	.448	.410	3.512

a. Predictors: (Constant), Beban Kerja, Stres Kerja

b. Dependent Variable: Komitmen Organisasi

Source: Output SPSS 23

Table 4.10 shows the results of the determination coefficient test of the Work Stress and Workload variables on Organizational Commitment at the Blessing Harum Fried Onion Company. The results show that in the model summary table

the Adjusted R Square value is 0.410. This states that the magnitude of the influence of the variable (X) on (Y) in this study is 41%. The remaining 59% is influenced by other variables not examined in this study.

6. Hypothesis Test

a. F Test (Simultaneous Test)

Table 4.11
Result Test F
ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	289.808	2	144.904	11.749	.000 ^b
Residual	357.661	29	12.333		
Total	647.469	31			

a. Dependent Variable: Komitmen Organisasi

b. Predictors: (Constant), Beban Kerja, Stres Kerja

Source: Output SPSS

Based on the F test, the results show that the calculated F value of 11.749 is greater than the F table value of 4.183, meaning that it has an effect (Ha is accepted; Ho is rejected), then the Sig value. 0.000 is smaller than the Sig Value. 0.05 means that it has a significant effect (Ha is

accepted; Ho is rejected). These results indicate the statistical hypothesis H1: $B_i \neq 0$ means that Job Stress and Workload simultaneously have a significant effect on Organizational Commitment. Hypothesis 1 Accepted.

b. T Test (Partial Test)

Tabel 4. 12
Result Test
T

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	108.975	5.987		18.202	.000		
Stres Kerja	-.588	.189	-.459	-3.104	.004	.869	1.150
Beban Kerja	-.437	.186	-.348	-2.350	.026	.869	1.150

a. Dependent Variable: Komitmen Organisasi

Source: Output SPSS 23

Based on the partial test results in table 4.12 above, it can be concluded that:

1. Based on the results of partial hypothesis testing of work stress variables on organizational commitment, the results of T Count 3.104 are greater than T Table 2.045, meaning that it has an effect (H_a is accepted; H_o is rejected), then the Sig value. 0.004 is smaller than the Sig value. 0.05 means that it has a significant effect (H_a is accepted; H_o is rejected). These results indicate the statistical hypothesis $H_1: B_i \neq 0$ means that Job Stress partially has a significant effect on Organizational Commitment. Hypothesis 2 Accepted.
2. Based on the results of partial hypothesis testing of workload variables on organizational commitment, the results of T Count 2.350 are greater than T Table 2.045, meaning that it has an effect (H_a is accepted; H_o is rejected), then the Sig value. 0.026 is smaller than the Sig value. 0.05 means that it has a significant effect (H_a is accepted; H_o is rejected). These results indicate the statistical hypothesis $H_1: B_i \neq 0$ means that Workload partially has a significant effect on Organizational Commitment. Hypothesis 3 Accepted.

B. Conclusion

1. Effect of Job Stress and Workload on Organizational Commitment

Based on the results of observations, it shows that together there is a significant influence related to Job Stress and Workload on Organizational Commitment based on research on employees of the Harum

Berkah Fried Onion Company. The amount of influence is determined based on the results of the determinative test which shows there is an influence of 41%. Proven by the results of simultaneous hypothesis testing for work stress and workload variables with a significance value of 0.000. Thus proving that the first hypothesis can be accepted and proven correct. This research proves that work stress and workload have a significant influence on organizational commitment at the Blessing Harum Fried Onion Company.

2. The Effect of Job Stress on Organizational Commitment

Based on the results of data analysis of the Work Stress variable on Organizational Commitment carried out on employees of the Harum Berkah Fried Onion Company, the partial hypothesis test results show that work stress has a negative and significant effect on organizational commitment. This is evidenced by the calculated t value is greater than the t table and the significance value is less than the sig value. 0,05. This means that statistically shows that H_a is accepted and H_o is rejected. The results of the second hypothesis test state that work stress has a negative and significant effect on organizational commitment, this states that the hypothesis is accepted and proven correct. Work stress has a negative effect on organizational commitment, indicating that the higher the work stress affects the decrease in organizational commitment, and vice versa. Significant effect means that this variable is considered important or meaningful because it can have an influence or impact, and cannot be

separated from a problem.

3. Effect of Workload on Organizational Commitment

Based on the results of data analysis of the Workload variable on Organizational Commitment in employees of the Harum Berkah Fried Onion Company, the partial hypothesis test results show that workload has a negative and significant effect on organizational commitment. This is evidenced by the calculated t value is greater than the t table and the significance value is less than the sig value. 0,05. This means that statistically shows that H_a is accepted and H_o is rejected. The results of the third hypothesis test state that workload has a negative and significant effect on organizational commitment, this states that the hypothesis is accepted and proven correct. Workload has a negative effect on organizational commitment, indicating that the higher the workload affects the decrease in organizational commitment, and vice versa, the lower the workload affects the increase in organizational commitment. Significantly influenced means that this variable is considered important or meaningful because it can have an influence or impact, and cannot be separated from a problem.

CONCLUSIONS AND SUGGESTIONS

Based on the results of research on the effect of Work Stress and Workload variables on Organizational Commitment in employees of the Harum Berkah Fried Onion Company, the following conclusions can be drawn:

1. Job Stress and Workload jointly affect Organizational Commitment in employees of the

Harum Berkah Fried Onion Company.

2. Job Stress has a negative and significant effect on Organizational Commitment in employees of the Blessing Harum Fried Onion Company. Negatively influenced means that it has an opposite or unidirectional effect, meaning that if perceived low work stress can increase organizational commitment and if perceived high work stress can reduce organizational commitment.
3. Workload has a negative and significant effect on Organizational Commitment in employees of the Blessing Harum Fried Onion Company. Negatively influenced means that it has an opposite or unidirectional effect, meaning that if the perceived workload is low it can increase organizational commitment and if the perceived workload is high it can reduce organizational commitment.

Suggestion

1. Suggestions for the company
 - a. Based on the results of research on employees of the Harum Berkah Fried Onion Company. Indicators of task demands and the amount of work on work stress variables have the highest value based on respondents' answers to the questionnaire. The author's suggestion is that there needs to be an adjustment of working hours, division of tasks and time related to the high demands of tasks with a lot of work. A lot of work will feel difficult if done alone, but it is

different if done together through the division of tasks in accordance with their respective tasks and functions. This suggestion can be applied in the hope of minimizing problems and increasing organizational commitment.

- b. Based on the results of research on employees of the Harum Berkah Fried Onion Company. Indicators of confusion and frustration on workload variables have the highest value based on respondents' answers to the questionnaire. The author's suggestion is that the company hold breafing activities before doing work. Supervise and provide direction regarding how the tasks will be carried out, so that employees can better understand and do the work as expected. This suggestion can be applied in the hope of minimizing problems and increasing organizational commitment.

2. Suggestions for future researchers

In preparing the thesis, the author realizes that there are still many shortcomings because it is related to the time and limitations of the author, so that in discussing the phenomenon of Organizational Commitment, it is possible that there are still many things that have not been revealed and resolved properly and perfectly. The author suggests that future researchers be able to update this research with different objects or the addition of variables that are considered important, influential and can explore more deeply the phenomenon of organizational commitment.

LITERATURE

- Asikgil, Baris, and Sinem Aydogyu. 2014. "An Empirical Study of the Relationship Among Job Satisfaction, Organizational Commitment and Turnover Intention Sinem" 4 (1): 1-31.
- Gallup. 2008. *Employee Engagement - What's Your Engagement Ratio?* Gallup Inc.
- Hermawan, Eric, Madha Komala, and Corry Yohana. 2020. "The Impact Of Workload And Work Stress On Employee Organizational Commitments Mobile Sakti Company." *PaLArch's Journal Of Archaeology Of Egypt/Egyptology* 17 (6): 5787- 5802.
- Kaswan. 2017. *Psikologi Industri & Organisasi*. Bandung: Alfabeta.
- Madiistriyatno, Harries, and Eric Hermawan. 2022. "Effect Of Workload , Family Work Conflict And Work Stress On Employee Organizational Commitment Sakti Mobile Ltd." *International Journal of Artificial Intelligence* ... 6 (1). <https://doi.org/10.29099/ijair.v6i1.368>.
- Robbins, and Judge. 2018. *Perilaku Organisasi*. Ke-7. Jakarta: Salemba Empat.
- Sugiyono. 2018. *Metode Penelitian Kuantitatif, Kualitatif, Dan R&D*. Bandung: Alfabeta.
- Susilowati, Sri, and Ilya Farida. 2017. "Komitmen Organisasi Karyawan Universitas Dr. Soetomo Surabaya." *Ekspektra : Jurnal Bisnis Dan Manajemen* 1 (1): 68-79. <https://doi.org/10.25139/ekt.v1i1.90>.

Tarwaka. 2014. *Keselamatan Dan Kesehatan Kerja*. Surakarta: Harapan Press. Tarwaka. 2015. *Ergonomi Industri (Dasar-Dasar Pengetahuan Ergonomic Dan Aplikasi Ditempat Kerja)*. Surakarta: Harapan Press.

Wangsa, Angel, and Edalmen Edalmen. 2022. "Pengaruh Beban, Stres, Dan Kepuasan Kerja Terhadap Komitmen Organisasi." *Jurnal Manajerial Dan Kewirausahaan* 4 (2): 279. <https://doi.org/10.24912/jmk.v4i2.18203>.

Wibowo. 2017. *Manajemen Kinerja*. Yogyakarta: Deepublish CV Budi Utama. Wigunardi, Teguh, and Khamo Waruwu. 2023. "Pengaruh Beban Kerja Dan Kepuasan Kerja Terhadap Komitmen Organisasi Pada BPBD Provinsi Sumatera Utara." *Jurnal Manajemen Dan Bisnis Manajemen* 1 (3): 16-29.