

The Effect of Workload on Employee Organizational Commitment through Work-Family Conflict and Work Stress, PT. Sakti Mobile

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Abstract. This study aims to improve employee organizational commitment at PT Sakti Mobile, by analyzing the direct effect of workload on work stress, direct effect of work-family conflict on work stress, direct influence of work stress on organizational commitment, direct influence of workload on organizational commitment, and direct influence of workload on organizational commitment. direct work-family conflict on organizational commitment, direct effect of workload on work-family conflict, indirect effect of workload on organizational commitment through work stress, and indirect effect of work-family conflict on organizational commitment through work stress. This study uses a quantitative approach with a survey method. The sample used as many as 207 people. Research data obtained from the distribution of questionnaires and analyzed using Structural Equation Modeling (SEM). The results showed that: (1) workload, work-family conflict had a direct effect on work stress, (2) workload, work stress, work-family conflict had a direct effect on organizational commitment, (3) workload had a direct effect on work conflict. - family, (4) workload through work stress has an indirect effect on organizational commitment, (5) work-family conflict through work stress has an indirect effect on organizational commitment. In addition, the emphasis in this study that to increase organizational commitment is to pay attention to work-family conflict and workload on organizational commitment.

Keywords: Workload, Work-Family Conflict, Work Stress and Organizational Commitment.

INTRODUCTION

PT. Sakti Mobile is a mobile technology driving company, mobile marketing solution provider, content provider/service provider focusing projects on the growing cellular industry in Indonesia, digital service provider for cellular operators and vendors and providing solutions for B2B and B2C.

As a general company, PT. Sakti Mobile is very concerned about the human resources in its company. Because PT. Sakti Mobile knows very well that human resources are the most valuable asset that determines the performance and sustainability of the company. Especially in this 4.0 era which is marked by the phenomenon of digitalization and robotization in various fields, human resources are very much required to improve their quality, namely by developing the HR aspect itself appropriately to be able to make a significant contribution in providing added value and competitiveness of the company. Kundu et al., 2016).

One aspect of human resources that has become a concern for managers and executive leaders of the company in developing the company is related to organizational commitment. Organizational commitment for PT. Sakti Mobile has a big meaning, where organizational commitment is more than just formal membership, because it includes an attitude of liking

the organization and a willingness to put in a high level of effort for the benefit of the organization in order to achieve goals. Therefore, organizational commitment includes elements of loyalty to the organization, involvement in work, and identification of the values and goals of the organization. Low commitment reflects a person's lack of responsibility in carrying out their duties.

Questioning commitment is the same as questioning responsibility. This attitude can influence the employee's decision to continue or stop working with his work organization. This phenomenon has been seen in recent years at PT. Sakti Mobile. Based on the monitoring of the personnel department, from 2016 to 2018 there has been an increase in the number of employees who resigned, did not attend and were late. The high number of employees who resign, are absent and late are dominated by the workload and conflicts in the work that affect the employee's family.

The phenomenon that occurs at PT. Sakti Mobile has become a problem that deserves attention to increase organizational commitment. Employee commitment at PT. Sakti Mobile is employee loyalty to the organization through the achievement of goals, values, willingness or willingness to try to be part of the organization, as well as the desire to survive in the organization. Thus the phenomenon of increasing the number of employees of PT. Sakti Mobile who decided to resign from his job, the data on absenteeism and late arrival to work which continues to increase from year to year shows that organizational commitment within the company is not optimal.

Observing the problems and realities that exist, the researchers are encouraged to conduct in-depth research on workload, work-family conflict and work stress in order to increase organizational commitment of employees working at PT. Sakti Mobile.

Based on the background and problem formulation, the objectives of this research are to:

- 1) Analysis of the direct effect of workload on employee organizational commitment;
- 2) Analysis of the direct effect of work-family conflict on employee organizational commitment;
- 3) Analysis of the direct effect of work stress on employee organizational commitment;
- 4) Analysis of the direct effect of workload on employees' work-family conflict;
- 5) Analysis of the direct effect of workload on employee work stress;
- 6) Analysis of the direct influence of work-family conflict on employee work stress;
- 7) Analysis of the indirect effect of workload through work stress on employee organizational commitment and
- 8) Analysis of the indirect effect of work-family conflict through work stress on employee organizational commitment.

LITERATURE REVIEW

Organizational Commitment

Organizational commitment is the extent to which a person is involved in his organization and the strength of his identification with a particular organization. Organizational commitment is the relationship between employees and the organization by showing a strong desire to maintain membership in an organization, being involved in company activities,

accepting the values and goals of the organization and being willing to strive to achieve the goals and survival of the organization.

Robbins and Judge (Zelvia, 2015), suggest that organizational commitment refers to the emotional attachment of employees to certain organizations, alignments with certain organizations, and involvement in certain organizations. This definition refers to affective commitment because of the emotional attachment-feeling loyal to the organization. Another form of commitment is called continuance commitment, which arises when employees understand that being in the organization is of their own personal interest. It is more inclined towards decisions based on calculations rather than emotional attachment to the organization. Employees do not take sides with the organization, but feel that leaving the organization poses a high risk.

Based on the explanations of the experts above, it can be synthesized that organizational commitment is a condition where employees have the desire and willingness to work and maintain their membership in the organization. Indicators of organizational commitment are 1) Effective Commitment, 2) Continuance Commitment, 3) Normative Commitment.

Workload

Workload is a matter of perception. Perception is defined as a process by which individuals organize and interpret their sensory impressions to give meaning to their environment. Perception of workload is related to the role and job attribute factors. This is because the perception of workload is something that is very closely related to a job, where the individual gives an assessment of a number of task demands or activities that require mental and physical activity that he must complete within a certain time, whether it has been done or not. positive or negative impact on their work.

Workload according to Reid & Nygren in Toti, T.R., Ruswanti, E., & Kusumapradja, R (2020) is a direct estimate of the subject or a comparative assessment of mental and cognitive workload experienced at a certain time. The workload dimension consists of the first time load which indicates the amount of time available in planning, executing, and monitoring tasks. Second, the mental effort load that predicts or estimates how much mental effort in planning is needed to carry out a task. Third, the burden of psychological stress which measures the magnitude of the risk, confusion, frustration associated with performance or task performance.

Based on the explanations from the experts above, it can be synthesized that the workload is the tasks assigned to employees according to the capacity to be able to complete the work at a certain time with the skills they have. The indicators of the workload are as follows: 1) Changes in work; 2) Conflicts between employees; 3) Dislike overtime; 4) Confused and restless; and 5) Number of orders.

Work-Family Conflict

Work conflict is a condition where there are differences. Differences will always exist because every employee has different desires, goals, and knowledge. Differences in humans such as gender, economy, and social strata, religion, ethnicity, legal system, nation, purpose

of life, culture, political flow and belief are the causes of conflict (Wirawan (Fatikhin et al., 2017)).

According to Dubrin (Nart & Batur, 2014), work-family conflict which is considered as individual role conflict occurs when individuals have dual roles as working fathers or working mothers. In literature, work-family conflict is usually defined as “a form of inter-role conflict in which the pressures of work roles and the family domain are incompatible in some respects” (Nart & Batur, 2014). Furthermore, Carlson, Kacmar, and Williams (Nart & Batur, 2014) state that work-family conflict occurs due to conflict between roles when the fulfillment of one role can suppress other roles, be it roles in work or family life. Boles et al. (Roboth, 2015) describes the indicators of work-family conflict (WFC) as follows: 1) There is work pressure; 2) Busy with work; 3) There are many task demands; 4) There is a conflict of commitment and responsibility towards the family; and 5) Lack of family togetherness.

Based on the explanations of the experts above, it can be synthesized that work-family conflict is a special perception of role conflict that is felt by PT Sakti Mobile employees because of the interaction of role demands as workers that exceed their capacity, thus hampering the fulfillment of demands in the family role. Indicators of work-family conflict variables are: 1) Work pressure; 2) Lack of family togetherness; and 3) Pressure as a parent.

Work Stress

Job stress is an employee's psychological response to the demands of his work. More than that, stress is a form of excessive defense of a person against conditions of work imbalance. This term is used in the psychological world to describe the stress a person feels in life. The emergence of stress in the world of work is almost inevitable. Each individual has differences in responding to stress-causing factors, causing diverse reactions to stress (Colquitt & Lepine, 2015).

Yozgat et al. (2013) stated that job stress is one of the common problems faced by employees with increasing frequency. Therefore, a large number of studies have focused on job stress and its impact on various aspects of organizational output. Due to the fact that job stress has become an increasing number of people complaining about stress as a result of work overload, job insecurity and increased pace of life which is an interactive impact between job demands and control. This model is expanded by adding a factor that will determine a person's stress level, namely social support. This model became known as the job demands-control-support (JDACS).

Based on the exposure of the experts above, it can be synthesized that work stress is a form of emotional reaction and psychological reaction of a person who experiences a discrepancy in responding to demands from within and from outside the organization. Indicators of job stress are: 1) job dissatisfaction, 2) work load, 3) irritability, 4) experiencing anxiety, 5), restlessness, 6) lack of concentration.

Framework

From several previous research studies based on cases, objects and research analysis units, the previous research that became the reference for this research are as follows:

- 1) Workload (X1) on Organizational Commitment (Y), in line with previous research including: Ngatimun, Sanusi, A., & Manan, A (2019); Toti, T.R., Ruswanti, E., & Kusumapradja, R (2020);

andXhako, D (2017). Where the results obtained in this study reveal that workload is positively related to work-family conflict and inversely related to commitment.

- 2) Work-Family Conflict (X2) on Organizational Commitment (Y), in line with previous research including: Kurniawan, R.B, Sularso, R.A., & Titisari, P (2018); Akintayo, D.I (2010); and (Nart &Batur, 2014). Where the general finding of this study is the concrete negative effect of work-family conflict on work stress and partially affects organizational commitment.
- 3) Work Stress (X3) on Organizational Commitment (Y), in line with previous research including: Ngatimun, Sanusi, A., &Manan, A (2019); Kurniawan, R.B, Sularso, R.A., & Titisari, P (2018); andRuzungunde, V.R., Murugan, C., & Hlatywayo, C.K (2016). Where the results of this study indicate a significant relationship between work stress and organizational commitment which indicates that job stress affects the organizational commitment of workers.
- 4) Workload (X1) on Work-Family Conflict (X2), in line with previous research including: (Fasyni et al., 2020)and(Ilies et al., 2007). Where the general finding of this study is that there is a relationship between workload and work-family conflict.
- 5) Workload (X1) on Work Stress (X3), in line with previous research including: (Susiarty et al., 2019); (Tulangow et al., 2007); dan (Tentama et al., 2019). Where the results of the study indicate a relationship between workload and work stress.
- 6) Work-Family Conflict (X2) on Work Stress (X3), in line with previous research including: (Nart & Batur, 2014); and (Asfahyadin et al., 2017). Where the results show that work-family conflict has a relationship with work stress.

Based on previous theoretical and research studies and based on research objectives, the framework for this research is as follows.

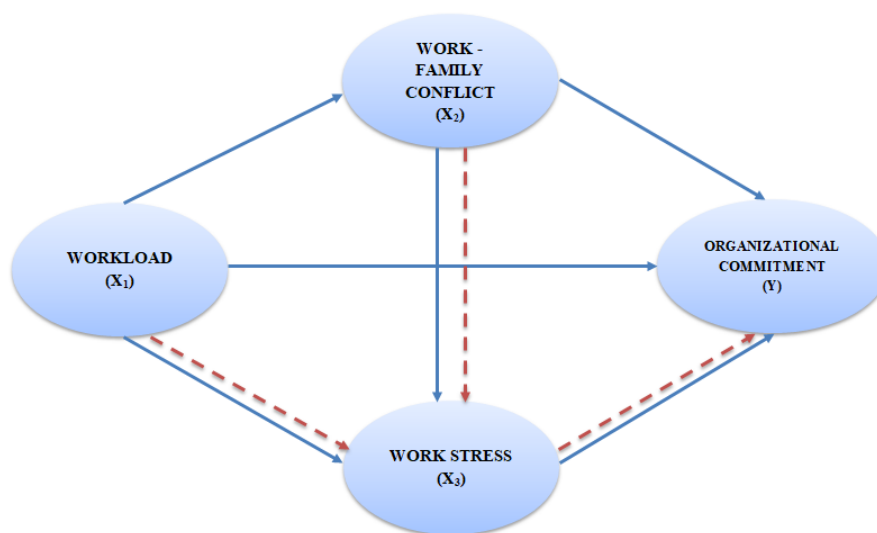


Figure 1.
FRAMEWORK

Based on the framework of thinking supported by theoretical studies and relevant research, the research hypotheses to be tested are as follows:

- H1 : Workload has a direct negative effect on employee organizational commitment
- H2 : Work-family conflict has a direct negative effect on employee organizational commitment
- H3 : Job stress has a direct negative effect on employee organizational commitment
- H4 : Workload has a direct positive effect on employee work-family conflict
- H5 : Workload has a direct positive effect on employee work stress
- H6 : Work-family conflict has a direct positive effect on employee work stress
- H7 : Workload has a negative indirect effect through work stress on employee organizational commitment
- H8 : Work-family conflict has a negative indirect effect through work stress on employee organizational commitment

METHODS

The research is quantitative by collecting some of the required data. This study uses a survey method (questionnaire) which is distributed to several respondents who are used as research samples.

The population in this study were all employees of PT Sakti Mobile, amounting to 237 people. In this study the authors took a full sample (census) because according to Sugiyono (2012) a full sample or census is taking all the population to be sampled so that the results are more accurate and free from sampling errors. In this case the number of samples = total population = 237 people.

This study uses the Structural Equation Modeling (SEM) analysis model, with the Partial Least Square (PLS) approach to find out how the Effect of Workload on Organizational Commitment of PT Sakti Mobile Employees through Work-Family Conflict and Work Stress. Partial Least Square or abbreviated as PLS is a type of component-based SEM with formative construct properties. Partial Least Square (PLS) is a powerful analysis technique because it can be applied to all data scales, no assumptions are needed.

In Partial Least Square (PLS) analysis, there are three stages that must be done, namely; 1) inner model analysis, 2) outer model analysis, and 3) hypothesis testing. At the initial stage, the inner model analysis/structural model analysis is carried out to ensure that the structural model that has been made previously is robust and accurate. The next stage requires an analysis of the outer model to ensure that the measurements used in the study are feasible to be used as measuring instruments (valid and reliable). The last stage is hypothesis testing, where this stage assesses the probability and t-statistical values from the analysis results. This test is done by checking the significance of the structural path, where the t-statistic value for the inner and outer significance test of the model uses a procedure called Bootstrap. The probability value will be evaluated through the p-value with an alpha of 5% or less than 0.05 (< 0.05). The t-table value for the alpha value of 5% is 1.96, so the criteria for accepting the hypothesis are when the t-statistical value $>$ t-table (Wong, 2013).

RESULT AND DISCUSSION

Descriptive Analysis of Respondent Profile Profil

The research respondent profile is divided into 8 types, where the most characteristic is the male gender group of 58.9%, the length of work with a period of less than 5 years is 60.5%, the employee status of PT Sakti Mobile is dominated by 66.3% married, radio division, games and content provider as much as 58.45%, then the radio division dominates with a presentation of 45.41%. As for the positions at PT Hospital Mobile as many as 66.67% are staff, group I has a percentage of 66.7% and the last education is Bachelor's degree of 43.96%.

Description of Respondents' Answers to Research Variables

From the distribution of the questionnaires, basically the respondents stated that they agreed and quite agreed with the statement submitted. The organizational commitment variable in this study has 3 indicators with a total of 10 questions. From the results of distributing the questionnaires, the lowest score was 25 and the highest score was 44. The workload variable in this study had 5 indicators and consisted of 12 questions. From the results of distributing the questionnaires, the lowest score was 23 and the highest score was 49. The Work-Family Conflict variable in this study had 3 indicators and consisted of 10 questions. From the results of distributing the questionnaires, the lowest score was 14 and the highest score was 40. And the Job Stress Variable in this study had 6 and consisted of 12 questions. From the results of distributing questionnaires, the lowest score was 17 and the highest score was 48.

Evaluation of the Measurement Model (Outer Model)

Evaluation of the measurement model is carried out using three tests, where the tests aim to determine the contribution of the items built in measuring the latent variables. The first test analysis is convergent validity, which serves to determine the relationship of each item to the latent variable. The second test analysis is discriminant validity, which aims to test the reflective items on the latent variables, by looking at the accuracy of the research model. And the third test is composite reliability, which aims to determine the reliability of research items in measuring latent variables.

Convergent Validity Testing Analysis Results

The convergent validity test has a condition, if the loading factor value 0.50 it can be stated that all the items used in measuring the latent variable are valid, and vice versa if the loading factor value is <0.50 it can be stated that the items are invalid and must be dropped from the model. The loading factor should be 0.70, in order to produce a good Average Variance Extracted (AVE) value. The results of the convergent validity test analysis can be seen in Figure 2 below:

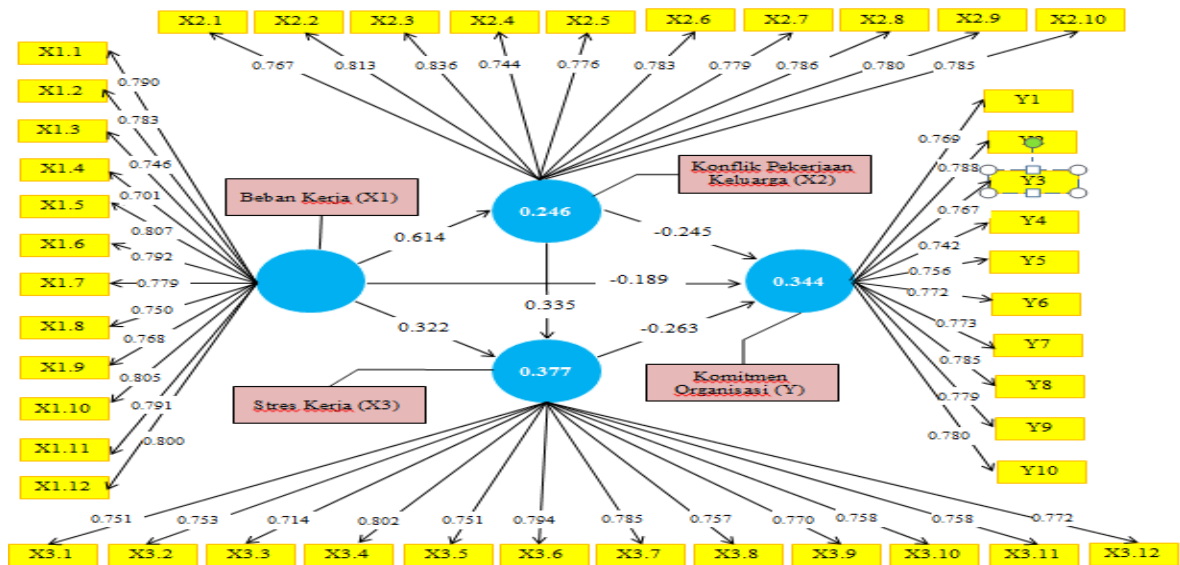


Figure 2.
FULL OUTER MODEL

Based on Figure 2 above, it shows that all the contributions of each item to the latent variable are valid. For this matter, the items or aspects that have contributed in building this research model, are mentioned based on the constructs that were built. Where the workload variable is built by aspects, including: job changes, work role changes, overtime work, lots of orders, confusion, often tired, more working hours, and fewer hours of rest. Aspects of work-family conflict are built by aspects: time-consuming, personal pressure, task demands, physical exhaustion, emotional exhaustion, lack of responsibility, decreased concentration, and work targets.

Furthermore, aspects of work stress are built by aspects: feeling offended, disappointed, job diversion, inappropriate coworkers, feeling tired, anxious, having trouble sleeping, being restless, underappreciated, lacking concentration and lack of rest. While the aspects of organizational commitment are built by aspects: willingness to work more, appreciate work relationships, work performance, high work responsibility, enjoy every work activity, be safe and comfortable, happy and happy, and work loyalty.

Discriminant Validity Testing Analysis

In testing discriminant validity using the Average Variance Extracted (AVE) value. Testing using the AVE has an assumption, if the AVE value is ≥ 0.50 then the items are able to reflect the research model or the model can be said to be good at the level of good test criteria. Meanwhile, if the AVE value is <0.50 , it can be stated that the items used are not able to reflect the research model. The results of the AVE value are presented in Table 1 below with each discussion.

Table 1.
AVE TEST RESULTS

Variable	AVE
Workload	0,606
Work-Family Conflict	0,617
Work Stress	0,596
Organizational Commitment	0,595

Source: *SmartPLS Data Processing Results (2020)*

From Table 1 above, each latent variable built in this research model has an AVE value above 0.50. That is, the research model built using workload variables, work-family conflict, work stress and organizational commitment has met the assumption of good discriminant validity. Thus, the measurement of the items built can reflect the research model or the model can be declared good at the level of good test criteria.

Composite Reliability Testing Analysis

The analysis of composite reliability testing aims to determine the reliability of the items built in this study. This model is said to be good and must be able to meet its assumptions, provided that if the items used have composite reliability 0.70, it can be stated that these items have reliability in measuring the latent variables. Meanwhile, if the composite reliability <0.70 , it can be stated that the items in measuring or reflecting the latent variables are not reliable. The results of the composite reliability test are shown in Table 2 below.

Table 2.
Composite Reliability Test Results

Latent Variable	Cronbach's Alpha	Composite Reliability
Organizational Commitment (Y)	0.764	0.828
Workload (X ₁)	0.814	0.858
Work-Family Conflict (X ₂)	0.812	0.859
Work Stress (X ₃)	0.843	0.875

Source: *SmartPLS Data Processing Results (2020)*

Based on the results of the composite reliability test in Table 2, it shows that all the variables built in this research model have a composite reliability value above 0.70. That is, the items used as parameters in measuring the latent variables have reliability or consistency. Thus, the research model that has been built has met the assumptions with good criteria at the level of good test criteria.

Structural Model Analysis (Inner Model)

Structural model analysis aims to determine whether the research model that has been built can be said to be good at the level of good test criteria if it has fulfilled all the assumptions in it. Analysis of structural model testing was carried out using the R-Square, Good of Fit Index, and Path Coefficient testers. The most important test is the structural model, because it aims to answer the objectives and prove the hypothesis of the research model that was built.

R-Square Test Analysis

The analysis of the R-Square test aims to find out how well the research model is built. The criterion of this test is that each exogenous variable must be able to explain or have the power to predict endogenous variables. The condition is that if the R-Square value of 0.75 can be said to have a strong relationship, 0.50 can be said to have a moderate relationship, and 0.25 can be said to have a weak relationship. The results of this test are described in the discussion in Table 3.

Table 3.
R-Square Test Results

Endogenous Variables	R Square	R Square Adjusted
Work-Family Conflict	0.246	0.242
Work Stress	0.377	0.371
Organizational Commitment	0.344	0.320

Source: SmartPLS Data Processing Results (2020)

In Table 3 above, it is explained that the endogenous variables in this research model are work-family conflict, work stress, and organizational commitment. The R-Square value of the work-family conflict variable is 0.246 which can be stated as weak, meaning that the ability of exogenous variables (workload) is still weak in predicting exogenous variables (work-family conflict). The R-Square value of the work stress variable is 0.924 which can be stated as strong, meaning that the exogenous variable (workload) has a strong ability to predict or explain exogenous variables (work stress). Meanwhile, the R-Square value of the organizational commitment variable is 0.419 which can be stated as moderate, meaning that the exogenous variable (workload) has a strong ability to predict or explain exogenous variables (organizational commitment).

Good of Fit Index (GoF) Testing

GoF testing aims to validate the combined performance between the measurement model (outer model) and the structural model (inner model). From the calculation results from GoF, the result value is 0.44. Small GoF = 0.1, medium GoF = 0.25 and large GoF = 0.36. Based on the results of the above calculations, it can be concluded that the combined value between the measurement model (outer model) and the structural model (inner model) as a whole is quite good because the GoF is more than 0.36 (large-scale GoF).

Predictive Relevance Test (Q2)

Analysis of the Good of Fit Index test in the structural model can use the predictive relevance (Q2) value. The condition is that if the Q-Square value is above 0, it can be said that the research model built has predictive relevance. That is, the research model built has a good model at the level of good test criteria, because the model is acceptable and feasible to be used in further research models. The results of the analysis of the Q-Square value test will be explained in the discussion in Table 4 below.

Table 4.
Q-Square Test Results (Q²)

Endogenous Variables	Q ² (=1-SSE/SSO)
Work-Family Conflict	0.063
Work Stress	0.363
Organizational Commitment	0.110

Source: SmartPLS Data Processing Results (2020)

The results of the Q-Square test in Table 4, all endogenous variables in this research model have predictive relevance values above 0, namely work-family conflict = 0.06, work stress = 0.363, and organizational commitment = 0.110. That is, the interrelationships between the constructs of the research model that are built are able to relevantly predict the research model. In other words, the research model built has good criteria at the good test level or the research model built is acceptable and feasible to be used in further research models.

Hypothesis Testing Analysis (Path Coefficient)

Analysis of structural model testing (hypothesis) aims to determine the relationship between constructs. Structural model test results are obtained through bootstrapping after removing invalid items from the model. To get the path coefficient value, t-statistics and p-value on the structural model that is built must meet the assumptions in it. The condition is that if the path coefficient value is positive and the t-statistic value ($t_{table} = 1.96$) and the p-value < 0.05 at an error level of 1%, it can be stated that there is a positive and significant effect between latent variables, meaning that the hypothesis of the research model built can be accepted (proven) and vice versa, the model or the influence between latent variables can be declared not accepted (hypothesis is not rejected). The results of the structural model testing are described in the discussion in Figure 3 and Table 5.

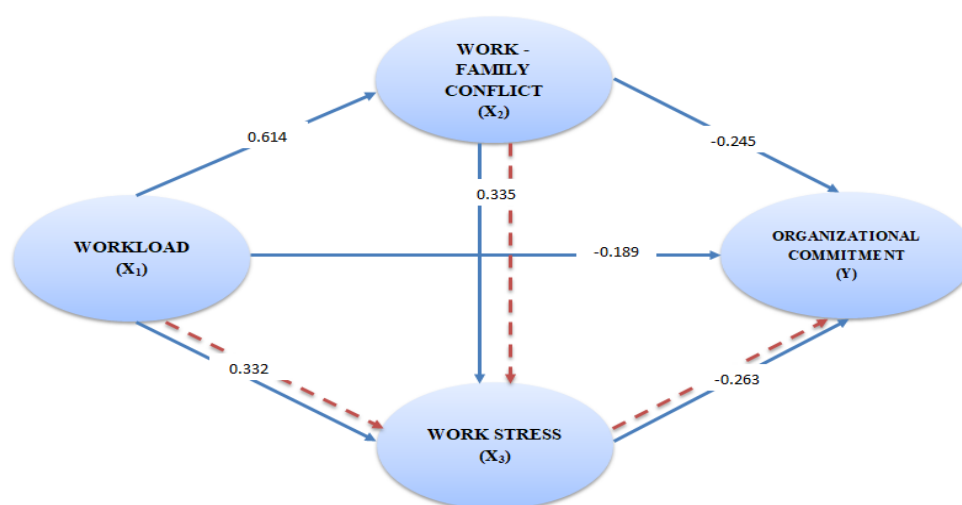


Figure 3.
Structural Model Results (Direct)

Table 5
Structural Model (Direct-Indirect Path Coefficient)

Hypothesis	Latent Variable	Path Coefficient	T Statistics	P Values	Information
H1	Workload→Organizational Commitment	-0.189	2.342	0.020	Supported hypothesis
H2	Work-Family Conflict→Organizational Commitment	-0.245	3.294	0.001	Supported hypothesis
H3	Job Stress→Organizational Commitment	-0.263	3.972	0.000	Supported hypothesis
H4	Workload→Work-Family Conflict	0.614	14.438	0.000	Supported hypothesis
H5	Workload→Work Stress	0.322	4.545	0.000	Supported hypothesis
H6	Work-Family Conflict→Work Stress	0.335	4.427	0.000	Supported hypothesis
H7	Workload→Work Stress→Organizational Commitment	-0.291	5.466	0.000	Supported hypothesis
H8	Work-Family Conflict→Work Stress→Organizational Commitment	-0.082	2.416	0.016	Supported hypothesis

Source: SmartPLS Data Processing Results (2020)

The results of testing the structural model in Table 5 show that the research model that was built provides an explanation of the relationship between exogenous variables and endogenous variables. The results of testing the research structural model, both direct and indirect, will be described in the explanation as follows:

- 1) The structural model coefficient between workload and organizational commitment has a path coefficient value of -0.189, it is stated that the t-statistic of 2.342 is above 1.96 and the p-value of 0.020 is below 0.05, which is significant. That is, workload has a direct and significant negative effect on organizational commitment.
- 2) The coefficient of the structural model between work-family conflict and organizational commitment has a path coefficient value of -0.245, it is stated that the t-statistic is 3.294 which is above 1.96 and the p-value of 0.001 is below 0.05, which is significant. That is, work-family conflict has a direct and significant negative effect on organizational commitment.
- 3) The coefficient of the structural model between work stress and organizational commitment has a path coefficient value of -0.263, it is stated that the t-statistic of 3.972 is above 1.96 and the p-value of 0.000 is below 0.05, which is significant. That is, job stress has a direct and significant negative effect on organizational commitment.
- 4) The structural model coefficient between workload and work-family conflict has a path coefficient value of 0.614, it is stated that the t-statistic 14,438 is above 1.96 and the p-value is 0.000 which is below 0.05, which is significant. That is, workload has a positive and significant direct effect on work-family conflict.

- 5) The structural model coefficient between workload and work stress has a path coefficient value of 0.322, it is stated that the t-statistic 4.545 is above 1.96 and the p-value is 0.000 which is below 0.05, which is significant. That is, the workload has a positive and significant direct effect on work stress.
- 6) The structural model coefficient between work-family conflict and work stress has a path coefficient value of 0.335, which means that the t-statistic of 4.427 is above 1.96 and the p-value of 0.000 is below 0.05, which is significant. That is, work-family conflict has a positive and significant direct effect on work stress.
- 7) The structural model coefficient between workload through work stress and organizational commitment has a path coefficient value of -0.291 which is stated as a t-statistic of 5.466 which is above 1.96 and p-value of 0.000 is below 0.05, which is significant. That is, the negative indirect effect of workload through work stress on organizational commitment. If the indirect effect is greater than the direct effect, then the intervening variable is said to be successful (partial mediation).
- 8) The structural model coefficient between work-family conflict through work stress and organizational commitment has a path coefficient value of -0.082, where the t-statistic 2.416 is above 1.96 and the p-value is 0.016 below 0.05, which is significant. That is, the negative indirect effect of work-family conflict through work stress on organizational commitment. If the indirect effect is greater than the direct effect, then the intervening variable is said to be successful (partial mediation).

DISCUSSION OF RESEARCH RESULTS

1. Direct Effect of Workload on Organizational Commitment.

From the first hypothesis testing conducted, it is known that workload has a direct and significant negative effect on organizational commitment. This proves that the hypothesis built in this research model can be accepted and proven, namely that workload has a direct negative effect on organizational commitment. That is, when the workload given to PT Sakti Mobile employees increases, the organizational commitment of the employees will decrease. However, if the workload of employees is relatively low, then the organizational commitment of employees will increase.

The findings of this study are in accordance with research conducted by (Aladwan et al., 2021) which suggests that workload has a significant effect on organizational commitment to employees. In line with this, (Qasim Shahzad et al., 2020) with his research which suggests that work overload negatively affects organizational commitment while positively affecting employees' intention to leave. Then Xhako, D (2017) in his research suggests that workload is positively related to work-family conflict and inversely proportional to organizational commitment.

2. The Direct Effect of Work-Family Conflict on Organizational Commitment.

From the second hypothesis testing, it is known that work-family conflict has a direct and significant negative effect on organizational commitment. This proves that the hypothesis built in this research model can be accepted and proven, namely that work-family conflict has a direct negative effect on organizational commitment. That is, when the work-family conflict experienced by PT Sakti Mobile employees increases, the organizational commitment of the

employees will decrease. However, if the perceived work-family conflict is relatively low, the employee's organizational commitment will increase.

This finding is in line with research conducted by Malik, M.S., Awan, A.G., and Qurat-Ul Ain (2015) which suggests that 77% of family conflict has a negative effect on organizational commitment. Effectiveness and the same were found to be true for organizational commitment so that work family conflict significantly affected organizational commitment and organizational effectiveness. In addition, Nwugballa, E.A. Arisi (2016) in his research also suggests that there is a statistically significant negative correlation between time-based work-family conflict and organizational commitment. No significant negative correlation between behavior-based work-family conflict and organizational commitment. Then Akintayo, D.I (2010) in his research also revealed that there was a significant contribution of work-family role conflict to organizational commitment. Also, it was found that there was a significant difference between the experiences of married and single respondents regarding work-family role conflict. In addition, the findings show that there are significant differences between the organizational commitment of male and female respondents based on work-family role conflict.

3. The Direct Effect of Job Stress on Organizational Commitment.

From the third hypothesis testing, it is known that work stress has a direct and significant negative effect on organizational commitment. proves that the hypothesis built in this research model can be accepted and proven, namely that job stress has a direct negative effect on organizational commitment. That is, when the work stress felt by PT Sakti Mobile employees increases, the employees' organizational commitment will decrease.

The results of this study are in line with research conducted by Odor, H.O (2019) which revealed that work stress is negatively related to the three types of commitment, namely, affective, normative and continuity. In addition, Sa'odah, A (2016) in his research also suggests that workers with low work stress will have high organizational commitment. Therefore, employers and organizations should strive to take appropriate steps to reduce work pressure and provide adequate and good facilities in the workplace, thereby ensuring that workers have a high level of organizational commitment. Furthermore, Ruzungunde, V.R., Murugan, C., & Hlatywayo, C.K (2016) in their research also suggests that there is a significant relationship between work stress and organizational commitment which shows that work stress affects employee commitment.

4. The Direct Effect of Workload on Work-Family Conflict

From the fourth hypothesis testing conducted, it is known that workload has a direct positive and significant effect on work-family conflict and proves that the hypothesis built in this research model can be accepted and proven, namely that workload has a direct positive effect on work-family conflict. This means that when the workload felt by PT Sakti Mobile employees increases, the work-family conflict will also increase. Likewise, if the perceived workload is relatively low, then work-family conflict will tend to be low.

This result is reinforced by Colquitt & Lepine (2015), which states that workload has a positive effect on work-family conflict. This finding is reinforced by research conducted by Xhako, D (2017) in his research which revealed that workload is positively related to work-family conflict and inversely proportional to organizational commitment. In addition (Fasyni

et al., 2020) in his research also suggests that workload has a significant effect on work-family conflict.

5. The Direct Effect of Workload on Work Stress

From the testing of the fifth hypothesis, it is known that the workload has a positive and significant direct effect on work stress. This proves that the hypothesis built in this research model can be accepted and proven, namely that workload has a direct positive effect on work stress. That is, when the workload given to PT Sakti Mobile employees increases, the work stress felt by employees will also increase.

This finding is reinforced by research conducted by (Susiarty et al., 2019) in his research which suggests that workload has a positive and significant effect on work stress. In addition (Tulangow et al., 2007) in his research also shows that there is a relationship between workload and work stress. Then (Tentama et al., 2019) in his research also revealed that there was a relationship between workload and work stress.

6. The Direct Effect of Work-Family Conflict on Work Stress.

From the sixth hypothesis testing, it is known that work-family conflict has a positive and significant direct effect on work stress. This proves that the hypothesis built in this research model can be accepted and proven, namely work-family conflict has a direct positive effect on work stress. That is, when the work-family conflict felt by PT Sakti Mobile employees increases, the work stress felt by employees will also increase.

This finding is reinforced by research conducted by (Nart & Batur, 2014) which suggests that there is a concrete negative effect of work-family conflict on work stress and partially affects organizational commitment, and work-family conflict has a relationship with work stress. In addition (Asfahyadin et al., 2017) in his research also suggests that there is a relationship between work-family conflict and work stress.

7. Indirect Effect of Workload Through Work Stress on Organizational Commitment.

From the seventh hypothesis testing conducted, it is known that there is a negative indirect effect of workload through work stress on organizational commitment. If the indirect effect is greater than the direct effect, then the intervening variable is said to be successful (partial mediation). This proves that the hypothesis built in this research model can be accepted and proven, namely that workload has a negative indirect effect through work stress on organizational commitment. This means that even though the work stress felt by PT Sakti Mobile employees is increasing, employees do not make it a burden at work, because it has become a must to be professional in carrying out all duties and responsibilities and upholding organizational values to remain committed according to their respective roles.

8. Indirect Effect of Work-Family Conflict Through Work Stress on Organizational Commitment.

From the eighth hypothesis testing conducted, it is known that there is a negative indirect effect of work-family conflict through work stress on organizational commitment. If the indirect effect is greater than the direct effect, then the intervening variable is said to be successful (partial mediation). This proves that the hypothesis built in this research model can be accepted and proven, namely work-family conflict has a negative indirect effect through work stress on organizational commitment. This means that although the work-family

conflict felt by PT Sakti Mobile employees increases and adds to the stress they feel, employees remain committed by building trust and values in achieving organizational goals.

This article discusses the effect of Workload and Employee Organizational Commitment on Work-Family Conflict and Work Stress. Apart from Workload and Employee Organizational Commitment that affect Work-Family Conflict and Work Stress, there are many other variables including: 1) Communication: (C.C. Widayati et al., 2020), (Christina Catur Widayati et al., 2020); 2) Leadership: (Limakrisna et al., 2016), (Bastari et al., 2020), (Ali et al., 2016), (Elmi et al., 2016); 3) Creativity: (Desfiandi et al., 2017), (Yacob et al., 2020), (Richardo et al., 2020), (Christina Catur Widayati et al., 2020), (Prayetno & Ali, 2020), (C.C. Widayati et al., 2020); 4) Organizational Commitment: (Limakrisna et al., 2016), (Harini et al., 2020), (Prayetno & Ali, 2017); 5) Work Environment: (Purba et al., 2017), (Sardjijo & Ali, 2017); 6) Supply Chain Management: (Harini et al., 2020), (Desfiandi et al., 2019), (Sulaeman et al., 2019), (Mappesona et al., 2020), (Ridwan et al., 2020), (Mulyani et al., 2020).

CONCLUSION AND SUGGESTION

Conclusion

Based on the results of research and discussion in this study, it can be concluded several points as follows:

1. Workload has a direct negative effect on organizational commitment. That is, when the workload felt by PT Sakti Mobile employees increases both in the internal environment and in the external environment of the organization, the sense of organizational commitment felt by employees will decrease.
2. Work-family conflict has a direct negative effect on organizational commitment. That is, when the work-family conflict felt by the employees of PT Sakti Mobile increases, the sense of organizational commitment felt by the employees will decrease.
3. Job stress has a direct negative effect on organizational commitment. That is, when the work stress felt by PT Sakti Mobile employees increases, the sense of organizational commitment felt by employees will decrease.
4. Workload has a direct positive effect on work-family conflict. That is, when the workload felt by PT Sakti Mobile employees increases, the work-family conflict that is felt both in the internal environment and in the external environment of the organization will also increase.
5. Workload has a positive direct effect on work stress. That is, when the workload increases, the work stress felt by PT Sakti Mobile employees will also increase.
6. Work-family conflict has a direct positive effect on job stress. That is, when the work conflict felt by PT Sakti Mobile employees increases, the work stress felt by PT Sakti Mobile employees will also increase.
7. Workload has a negative indirect effect through work stress on organizational commitment. This means that although the work stress felt by PT Sakti Mobile employees is increasing, work stress is able to play an important role in mediating the workload felt by employees to remain committed to achieving competitive advantage and business continuity in the future.

8. Work-family conflict has a negative indirect effect through job stress on organizational commitment. This means that although the work stress felt by PT Sakti Mobile employees is increasing, work stress is able to play an important role in mediating work-family conflicts that are felt by employees both in the internal environment and in the external environment of the organization to remain committed to achieving competitive advantage and business continuity in the organization. future.

Suggestion

1. To increase the effectiveness of organizational commitment at PT Sakti Mobile, the following should be given: a) Rewards for outstanding employees; b) Incentives in the form of employee loyalty bonuses to the company; c) Opportunities are given to take various training courses that can improve the professional skills of employees; and d) Given the opportunity to get a promotion
2. It is necessary to adjust the time of completion of work in order to reduce the workload
3. To resolve work-family conflicts: a) It is important to provide opportunities for family togetherness in the form of vacation compensation or work leave; and b) Organizations need to hold family gatherings at certain moments.
4. To improve work stress, leaders need to provide a lot of supervision by providing assistance in handling difficult jobs. Leaders are flexible and communicative. Leaders do a lot of refreshments in various ways, both to support employees physically and psychologically in the form of family gatherings, religious studies and training trainings that motivate participants to become enthusiastic and energetic.

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