

The Influence of Organizational Commitment and Job Stress on Job Satisfaction is Mediated by Employee Workload at BPJS Employment in the Aceh Region

Andrija Rahmatika¹, Mesra B²

Universitas Pembangunan Panca Budi, Indonesia

E-mail: mesrab@dosen.pancabudi.ac.id

Abstract

This research aims to see the influence of organizational commitment and work stress on workload and job satisfaction positively or negatively. This research was carried out with associative quantitative research. This research was carried out at BPJS Employment in the Aceh region. The population used was 100 employees because all the population wanted to be used as a sample, the sampling technique used is a saturated sample and the model used is analysis method. The data collection techniques used are questionnaires and surveys. Based on the results of the research that has been carried out and data analysis as explained in the previous chapter, the following conclusions from the research results are presented as follows: Workload has a negative and insignificant effect on Job Satisfaction, this is proven in the Path Coefficients table with original sample values of -0.120 and P values $0.265 > 0.05$. Organizational Commitment has a negative and significant effect on Work Load, this is proven in the Path Coefficients table with an original sample value of -0.169 and a P value of $0.000 < 0.05$. Organizational Commitment has no significant positive effect on Job Satisfaction, this is proven in the Path Coefficients table with a sample original value of 0.686 P values $0.000 < 0.05$. Job Stress has a positive and significant effect on Work Load, this is proven in the Path Coefficients table with an original sample value of 0.176 P value $0.003 < 0.05$. Job Stress has a positive and significant effect on Job Satisfaction, this is proven in the Path Coefficients table with an original sample value of -0.004 P value $0.978 > 0.05$. Workload is not able to be an intervening variable and has a positive and insignificant effect on Organizational Commitment and Job Satisfaction. This is proven in the Path Coefficients table with an original sample value of -0.021 P value $0.288 > 0.05$. Workload is not capable of being an intervening variable and has a negative and significant effect on Job Stress and Job Satisfaction. This is proven in the Path Coefficients table with an original sample value of 0.188 P values $0.001 < 0.05$.

Keywords Organizational Commitment, Work Stress, Workload, Job Satisfaction.

INTRODUCTION

Human resources have an important role in achieving the goals of an organization. Of all the resources available in an organization, the only resources that have reason, feelings, desires, abilities, knowledge, encouragement, power and work, are human resources. These resources are very influential in achieving goals. No matter how advanced technology and information development are, if the human resources are not good it will be difficult for the organization to achieve its goals. In this situation, employees as a resource face consequences such as stress.

Stress issues related to organizations also need to be brought to the surface at this time. Among them are issues that have recently been hotly discussed and have a very important position in relation to employee work productivity and employee work motivation. Apart from being influenced by factors (stressors) originating from outside the organization, stress is also heavily influenced by factors originating from within the organization. Therefore, it



needs to be based on and understand its existence. Understanding the sources of stress along with how to overcome them is very important for employees and anyone involved in the organization for the sake of maintaining a healthy and effective organization. Many of us who are almost certainly part of one or several organizations, both superiors and subordinates, have experienced work stress, even at a very low level.

Workload is a difference between a worker's capacity or ability and the job demands they have to face. Considering that human work is mental and physical, each has a different level of burden. A loading level that is too high allows excessive energy use and overstress, whereas a loading intensity that is too low can cause boredom and boredom or understress. The suitability of the workload regulated by the company to the conditions of workers needs to be considered. Excessive workload can create an uncomfortable working atmosphere for workers because it can trigger the emergence of work stress more quickly.

On the other hand, a lack of workload can cause losses for the organization. Work stress or burnout is the body's non-specific response to any demands or burdens upon it. Stress can arise if a person experiences a heavy burden or task where the person is unable to cope with the task assigned, then the body will respond by not being able to respond to the task, so that the person can experience stress. The impact of workload and work stress will affect employee performance. To create employee performance that runs well, this can be encouraged by high self-efficacy in employees. Organizational commitment is an interesting phenomenon because of the importance of a person's commitment to the company where the individual works or the organization, therefore many researchers want to research organizational commitment.

According to Sianipar and Haryani (2014) organizational commitment is the attitude and feelings that each individual has towards their organization. This attitude can be seen from each individual's decision to continue or not continue their membership in the organization, and can make the best contribution to the progress of the company where they are. work wholeheartedly. Organizational commitment is a feeling of belief in the values contained in an organization, individual involvement in the interests of the organization with full effort, and loyalty to the organization (wanting to become a permanent member of the organization) which is a statement from an employee to the organization. High organizational commitment from employees will encourage employees to be responsible and provide more energy to support the success and prosperity of the company where they work. (Dewi, 2015).

The phenomenon that occurs at Bpjs Ketenagakerjaan, Banda Aceh Branch, Aceh Province, is that employees often experience stress at work because the workload is too much. The meaning of too much workload is that they have multiple jobs due to a lack of employees so that employees feel tired, tired and complain about making commitments. the organization is not connected, what makes commitment not exist in individual employees is because employees feel that their energy is being squeezed out more but the salary remains the same but there is no increase in this case employees start to feel stress at work so there is no longer any commitment to work so employees do not feel satisfaction in their work. Work.

LITERATURE REVIEW

Organizational Commitment

Then according to Kreitner & Kinicki (2014: 165) organizational commitment reflects the level to which a person knows the company and is attached to its goals. Kasmir (2017) in Sinaga and Saragih (2019) explains that organizational commitment is a high willingness to work for the organization, a desire to become a member and a belief in and acceptance of the organization's values and goals. According to Kreitner and Kinicki (2014: 165) there are three indicators of organizational commitment, namely: 1. Affective Commitment Affective commitment is emotional attachment to employees, employee identification, and employee involvement in the company. Employees who have strong affective commitment will continue to work for the company because they want to. 2. Continuing Commitment Continuing commitment is awareness of the losses due to leaving the company. This is the economic value and other risks that employees feel from remaining in a company compared to leaving the company. Employees who have an ongoing commitment will keep working because they have to work. 3. Normative Commitment Normative commitment reflects a sense of responsibility to continue working. Employees have an obligation to remain in the organization for moral or ethical reasons. Employees remain members of the organization because there is an awareness that being committed to the organization is what they should do.

Job Stress

The definition according to Robbins and Judge (2017: 597), states that work stress is: "A dynamic condition in which an individual is faced with opportunities, demands or resources that are related to environmental conditions, organizational conditions and the person himself. The definition according to Sondang P. Siagian (2014:300): stress is a condition of tension that affects a person's emotions, way of thinking and physical condition. According to Robbins and Judge (2017: 597) state that there are three dimensions and indicators, namely as follows: 1. Environmental Stress 2. Organizational Stress a. task demands, b. role demands, personal demands. 3. Individual Stress a. family problems, b. personal economic problems and c. employee personality.

Workload

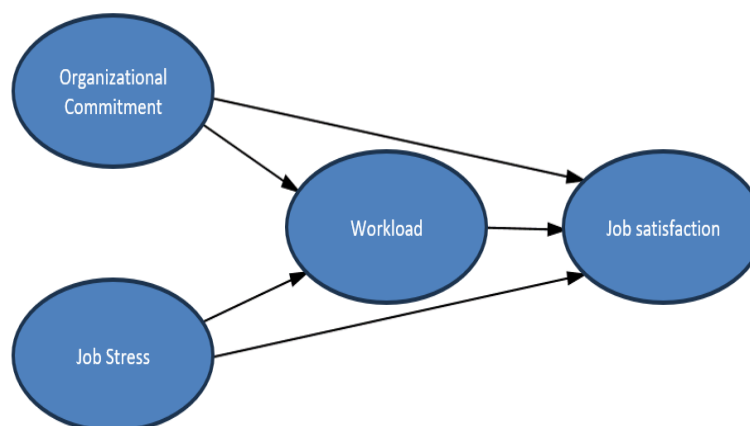
According to Koesomowidjojo, (2017:21) Workload is a process of determining the number of working hours of human resources that are worked, used and needed to complete a job for a certain period of time. Workload is a number of activities that must be completed by an organizational unit or position holder systematically using technical job analysis, technical workload analysis, or other management techniques within a certain period of time to obtain information about the efficiency and effectiveness of the work of an organizational unit (Siswanto 2017: 38). Dimensions of workload according to Koesomowidjojo (2017: 33), include: 1. Targets that must be achieved, 2. Work conditions, 3. Use of working time, 4. Work environment.



Job satisfaction

Job satisfaction is a positive attitude from workers including feelings and behavior towards their work through evaluating one's work as a sense of appreciation in achieving one of the important work values (Afandi, 2018: 74). According to Nuraini, (2013: 114), job satisfaction is job satisfaction enjoyed in work that receives praise, work results, placement, treatment, equipment and a good work environment. Employees who prefer to enjoy job satisfaction at work will prioritize work over remuneration even though remuneration is important. According to (Afandi, 2018:82), indicators of job satisfaction are as follows: a. Work Does the content of the work someone does have satisfying elements. b. Wages The amount of payment a person receives as a result of carrying out work is in accordance with needs that are felt to be fair. c. Promotion The possibility that someone can develop through promotion. This relates to whether there are opportunities to gain career advancement while working. d. Supervisor Someone who always gives orders or instructions in carrying out work. e. Colleagues Someone always interacts in the implementation of work.

Conceptual Framework



Research Hypothesis

1. Organizational commitment has a positive and significant effect on job satisfaction.
2. Organizational commitment has a positive and significant effect on workload.
3. Job stress has a negative and significant effect on job satisfaction.
4. Work stress has a positive and significant effect on workload.
5. Workload has a positive and significant effect on job satisfaction.
6. Organizational commitment has a significant influence on job satisfaction through workload.
7. Job stress has a significant and influential effect on job satisfaction through workload.

METHOD

This type of research can be classified as casual associative quantitative research. According to the location, the research was carried out at BPJS Employment in the Aceh Region. The population in this study was 100 employees and all populations were used as

samples. Data analysis uses the partial least squares (PLS) approach and data processing uses the smart PLS program.

RESULTS AND DISCUSSION

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and manifest variables. This test includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the item/indicator scores and the construct scores. Individual indicators are considered reliable if they have a correlation value above 0.70. However, at the research scale development stage, loadings of 0.50 to 0.60 are still acceptable. Based on the results for outer loading, it shows that the indicator has a loading below 0.60 and is not significant.

Table 2. Outer Loadings

	Workload (Z)	Job Satisfaction (Y)	Organizational Commitment (X1)	Work Stress (X2)
X1.1			0.945	
X1.2			0.940	
X1.3			0.923	
X2.1				0.938
X2.2				0.906
X2.3				0.724
X2.4				0.785
Y.1		0.811		
Y.2		0.785		
Y.3		0.771		
Y.4		0.764		
Y.5		0.781		
Z.2	0.904			
Z.3	0.777			
Z.4	0.896			

Source: Smart PLS 3.3.3

In the picture and table above, after the indicators

2. Discriminate Validity

In this section, the results of the discriminant validity test will be described. The discriminant validity test uses cross loading values. An indicator is declared to meet



discriminant validity if the cross loading value of the indicator on the variable is the largest compared to other variables. The following are the cross loading values for each indicator:

Table 3. Discriminant Validity

	Workload (Z)	Job Satisfaction (Y)	Organizational Commitment (X1)	Work Stress (X2)
X1.1	-0.556	0.731	0.945	0.789
X1.2	-0.587	0.714	0.940	0.799
X1.3	-0.623	0.685	0.923	0.660
X2.1	-0.456	0.644	0.796	0.938
X2.2	-0.385	0.591	0.712	0.906
X2.3	-0.247	0.240	0.519	0.724
X2.4	-0.346	0.404	0.617	0.785
Y.1	-0.462	0.811	0.646	0.552
Y.2	-0.419	0.785	0.573	0.389
Y.3	-0.319	0.771	0.595	0.451
Y.4	-0.422	0.764	0.579	0.483
Y.5	-0.523	0.781	0.571	0.457
Z.2	0.904	-0.490	-0.505	-0.314
Z.3	0.777	-0.383	-0.391	-0.260
Z.4	0.896	-0.526	-0.679	-0.517

Source: Smart PLS 3.3.3

In table 3 above, the indicators for the research variables have a cross loading value that is greater than the cross loading value for the other variables. The cross loading value for the Work Load variable is greater than the other variables, for the cross loading value for the Job Satisfaction Result variable is greater than the variable others, the cross loading value for the Organizational Commitment variable is greater than the other variables. The cross loading value for the Job Stress Outcome variable is greater than the other variables, which means the cross loading value is discriminantly valid.

3. Composite reliability

The next test is the composite reliability of the indicator block that measures the construct. A construct is said to be reliable if the composite reliability value is above 0.60. Then it can also be seen by looking at the reliability of the construct or latent variable which is measured by looking at the Cronbach's alpha value of the indicator block that measures the construct. A construct is declared reliable if the Cronbach's alpha value is above 0.7. The following describes the construct results for each variable, namely Workload and Job Satisfaction, Organizational Commitment and Job Stress with each variable and indicator. The following is a table of loading values for the research variable constructs resulting from running the Smart PLS program in the next table:

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Workload (Z)	0.827	0.895	0.741
Job Satisfaction (Y)	0.842	0.888	0.612
Organizational Commitment (X1)	0.929	0.955	0.876
Work Stress (X2)	0.865	0.907	0.710

Source: Smart PLS 3.3.3

Based on table 4 above, it shows that the Average Variance Extracted (AVE) for each variable, namely Work Load and Job Satisfaction, Organizational Commitment and Job Stress, has a construct > 0.50 , meaning all constructs are reliable. Thus it can be stated that each variable has high discriminant validity. Meanwhile, it can be seen in the table above that the composite reliability value for each variable shows a construct value > 0.60 . These results show that each variable has met composite reliability so it can be concluded that all variables have a high level of reality.

Furthermore, in the table above, Cronbach's alpha for each variable shows a construct value of > 0.70 , thus this result shows that each research variable has met the requirements for Cronbach's alpha value, so it can be concluded that all variables have a high level of reliability. So you can It was concluded that the indicators used in this research had high discriminant validity in compiling their respective variables.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The analysis stages carried out in the structural model evaluation are seen from several indicators, namely:

1. Coefficient of Determination (R2)

Based on data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 5. R Square Results

	R Square	Adjusted R Square
Workload (Z)	0.407	0.394
Job Satisfaction (Y)	0.584	0.571

Source: Smart PLS 3.3.3

Based on the table above, it shows that the R Square value for the Work Load variable is 0.407. These results explain that the percentage of workload is 40.7%. This means that the variables Organizational Commitment and Job Stress influence Work Load by 40.7% and



the rest is influenced by other variables. Meanwhile, the R Square value for the Job Satisfaction variable is 0.584. These results explain that the percentage of Job Satisfaction is 58.4%. This means that the variables Commitment and Job Stress influence Job Satisfaction by 58.4% and the rest is influenced by other variables.

2. Goodness of Fit (GoF) Assessment

The goodness of fit model test can be seen from the NFI value ≥ 0.697 which is declared fit. Based on data processing that has been carried out using the SmartPLS 3.3 program, the Model Fit values are obtained as follows:

Table 6. Model Fit

	Saturated Model	Estimation Model
SRMR	0.082	0.082
d_ULS	0.805	0.805
d_G	0.396	0.396
Chi-Square	216,718	216,718
NFI	0.811	0.811

Source: Smart PLS 3.3.3

The goodness of fit test results of the PLS model in table 6 below show that the NFI value of 0.811 means FIT. Thus, from these results it can be concluded that the model in this study has a high goodness of fit and is suitable for use to test research hypotheses.

3. Hypothesis Testing

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this research. Hypothesis testing in this research was carried out by looking at T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is > 1.96 and P-Values < 0.05 . The following are the results of Path Coefficients of direct influence:

Table 7. Path Coefficients (Direct Influence)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Workload (Z) -> Job Satisfaction (Y)	-0.120	1,117	0.265	Rejected
Organizational Commitment (X1) -> Workload (Z)	-0.769	6,528	0,000	Accepted
Organizational Commitment (X1) -> Job Satisfaction (Y)	0.686	4,693	0,000	Accepted

Work Stress (X2) -> Work Load (Z)	0.176	3,406	0.003	Accepted
Job Stress (X2) -> Job Satisfaction (Y)	-0.004	0.028	0.978	Rejected

Source: Smart PLS 3.3.3

Based on table 7 above, it shows that of the five hypotheses that have a direct effect, there are 3 hypotheses that are accepted, namely because the TStatistics value is > 1.96 and P-Values < 0.05 and 2 hypotheses are rejected because the two hypotheses are rejected because the TStatistics value is < 1.96 and P-Values > 0.05 .

Table 8. Path Coefficients (Indirect Influence)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Organizational Commitment (X1) -> Workload (Z) -> Job Satisfaction (Y)	0.092	1,063	0.288	Rejected
Job Stress (X2) -> Workload (Z) -> Job Satisfaction (Y)	-0.021	0.793	0.428	Rejected

Source: Smart PLS 3.3.3

Based on table 8 above, from the indirect hypothesis, H6 and H7 variable Z (Workload) is not able to become an intervening variable, which means that indirectly, Workload is less able to play a mediating role between organizational commitment and work stress and job satisfaction.

CLOSING

Conclusion

Based on the results of the research that has been carried out and data analysis as explained in the previous chapter, the following conclusions from the research results are presented as follows:

1. Workload has a negative effect and not significant for Job Satisfaction, this is proven in the Path Coefficients table with an original sample value of -0.120 and P values $0.265 > 0.05$.
2. Commitment Organization has a negative and significant effect on workload. This is proven in the Path Coefficients table with a sample original value of -0.169 and a P value of $0.000 < 0.05$.
3. Organizational Commitment has no significant positive effect on Job Satisfaction, this is proven in the table *Path Coefficients* with an original sample value of 0.686 P value $0.000 < 0.05$.
4. Job Stress has a positive and significant effect on Work Load, this is proven in the table *Path Coefficients* with an original sample value of 0.176 , P value $0.003 < 0.05$.



5. Job Stress has a positive and significant effect on Job Satisfaction, this is proven in the table *Path Coefficients* with the original sample value -0.004 P value $0.978 > 0.05$.
6. Workload unable to become an intervening variable and have a positive and insignificant effect on Organizational Commitment and Job Satisfaction, this is proven in the *Path Coefficients* table with an original sample value of -0.021 P values $0.288 > 0.05$.
7. Workload is not capable of being an intervening variable and has a negative and significant effect on Job Stress and Job Satisfaction. This is proven in the *Path Coefficients* table with an original sample value of 0.188 P values $0.001 < 0.05$.

Suggestion

1. Organizations must be able to see which employees are committed to the organization by the way they work.
2. When employees experience stress at work, superiors should be able to control the employee's mood to calm them down.
3. The organization must be able to make employees feel satisfied working in the organization because of a good organizational atmosphere.
4. Organizations must be wise in giving work to employees, if their work is not finished, never burden them with other work.

REFERENCES

- Afandi, P. (2018). *Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator)*. Riau: Zanafa Publishing.
- Dewi, P. E. L., & Netra, I. G. S. K. (2015). Pengaruh Stres Kerja Dan Motivasi Kerja Terhadap Kepuasan Kerja Karyawan Pada Matahari Bungalow Restaurant And Spa Legian Kuta-Bali. *E-Jurnal Manajemen Universitas Udayana*, 4(7).
- Gebreel, O. S. S., & Shuayb, A. (2022). Contribution of social media platforms in tourism promotion. *International Journal of Social Science, Education, Communication and Economics (SINOMICS JOURNAL)*, 1(2), 189-198.
- Ghozali, Imam. (2014). *Structural Equation Modeling Metode Alternatif dengan Partial Least Square (PLS) Edisi 4*. Universitas Diponegoro, Semarang.
- Hair, J. F. et. al. 2017. *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. SAGE Publications, Los Angeles.
- Hermingsih, D. I., & Isro'iyah, L. (2023). The Metadiscourse Analysis in Abstracts of Multidisciplinary Sciences Journal Articles: Hedges vs Boosters. *International Linguistics Research*, 6(1), p24-p24.
- Koesomowidjojo, Suci (2017). *Panduan Praktis Menyusun Analisis Beban Kerja*. Jakarta: Raih Asa Sukses
- Kreitner, Robert dan Angelo Kinicki. 2014. *Perilaku Organisasi*. Edisi 9. Buku 1. Jakarta: Salemba Empat.
- Nuraini, T. 2013. *Manajemen Sumber Daya Manusia*, Yayasan Aini Syam: Pekanbaru.
- Riduwan. 2010. *Belajar Mudah Penelitian untuk Guru, Karyawan, dan Peneliti Pemula*. Bandung: Alfabeta

- Robbins, P. Stephen & Judge, Timothy A. 2017, *Organizational Behaviour*, Edisi 13, Jilid 1, Salemba Empat, Jakarta.
- Sinaga, D.P. Hanna., dan Saragih, Romat. 2019. Pengaruh Disiplin Kerja Karyawan terhadap Komitmen Organisasi PT. Angkasa Pura II (Persero) Husein Sastranegara Bandung. *e-Proceeding of Management: Vol.6, No.1*
- Sekaran, Uma. 2014. *Metodologi Penelitian Untuk Bisnis (Research Methods for Business) Buku 1 Edisi 4*. Jakarta: Salemba Empat.
- Sianipar, A.R.B. dan Haryanti, K. 2014. Hubungan Komitmen Organisasi dan Kepuasan Kerja dengan Intensi Turnover pada Karyawan Bidang Produksi CV. X. *Jurnal Psikodemensia*. Vol. XIII, No.1 (98-114).
- Siswanto. 2017. *Pengantar Manajemen*. Jakarta: Bumi Aksara.
- Sondang P. Siagian. 2014. *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta, CV.

