

Effect Of Workload, Family Work Conflict And Work Stress On Employee Organizational Commitment Sakti Mobile Ltd

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ABSTRACT

This research aims to improve employee organizational commitment at Sakti Mobile Ltd by analyzing the direct effect of workload on organizational commitment, the direct effect of work-family conflict on organizational commitment, the direct effect of work stress on organizational commitment, and the simultaneous effect of workload, work-family conflict, and work stress on organizational commitment. This study employs a quantitative strategy and survey methodology. The sample size was 207 individuals. SPSS was used to examine research data gathered through the distribution of questionnaires. The findings revealed that (1) workload has a negative effect on organizational commitment, (2) work-family conflict has a negative effect on organizational commitment, (3) work stress has a negative effect on organizational commitment, and (4) workload, work-family conflict, and work stress all have an effect on organizational commitment. In addition, this study emphasizes the importance of workload, work-family conflict, and work stress on organizational commitment in order to promote organizational commitment

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I. Introduction

The process of globalization driven by the rapid development of information, communication and transportation technology has brought enormous changes in the 'Borderless world' business world as a result of globalization which has provided flexibility and convenience for countries around the world to expand, even exploit business without limits [1]. This condition triggers fierce competition between business actors, forcing them to seek new competitive advantages to face competitors who can come from various parts of the world. "Hypercompetition" [2], [3].

Employees or human resources are the most valuable assets that determine the performance and sustainability of a human company created by God, which also has limitations and needs attention. Therefore, companies must prioritize appropriate human resource management activities and activities [4], [5].

Therefore, to maintain HR assets in the company, strategic efforts are needed. Competition in offering employee comfort and welfare has become a mainstay strategy for companies in retaining employees so that they have a commitment to work both interpersonally with the company and between employees. This is where the role of the top managerial level in growing employee organizational commitment in the company.

Era 4.0, which is characterized by the phenomenon of digitization and robotization in numerous domains, necessitates an expansion in Human Resources (HR) capability [6] Companies must build competitive strategies in proportion to the number of new innovations and changes they must confront. One of the most effective tactics is the development of human resource components. The appropriate HR development may significantly contribute to the company's value creation and competitiveness [7]. Based on the preceding, organizational commitment can be affected by factors such as workload, work-family conflict, and job stress. Thus workload, work-family conflict, and work stress will negatively affect organizational commitment [8].

However, there are still some previous researchers who showed different results, so it can be said that there are still inconsistencies in the research and an attraction for further research. The effect of workload, work-family conflict and work stress on organizational commitment of Sakti Mobile Ltd employees, according to the author, needs to be investigated. With this research, the negative influence of workload, work-family conflict, and work stress on organizational commitment can directly determine how big the effect is. So far, based on observations made that the manager of Sakti Mobile Ltd provides an uneven workload on employees due to the lack of existing human resources. The lack of human resources results in an employee having to do several fields of work. Employees of Sakti Mobile Ltd are also required to achieve the company's vision, mission and goals. Achieving this of course requires good service to customers, being able to manage the company well, and of course having quality resources that have high organizational commitment and loyalty to the company.

II. Methods

The method of writing this paper is a descriptive research which aims to describe or describe the phenomenon of the influence between the dimensions of workload (X1), work-family conflict (X2) and work stress (X3) either partially or simultaneously on Sakti Mobile Ltd Jakarta's organizational commitment. To determine the effect of the independent variable on the dependent variable, the distribution of the questionnaire (questionnaire) was distributed to 237 people who are employees of Sakti Mobile Jakarta Ltd. The population in this study is a homogeneous population, namely the employees of Sakti Mobile Ltd Jakarta, 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. The sample for the trial was 30 people, so the total research sample was 207 people.

The effect of workload (X1), work-family conflict (X2) and work stress (X3) on organizational commitment Sakti Mobile Ltd Jakarta (Y) can be interpreted as the effect of the independent variable workload (X1), work-family conflict (X2) and work stress (X3) either partially or simultaneously on organizational commitment Sakti Mobile Ltd Jakarta This effect can be presented in the form of a scheme as shown in Figure 1 as follows:

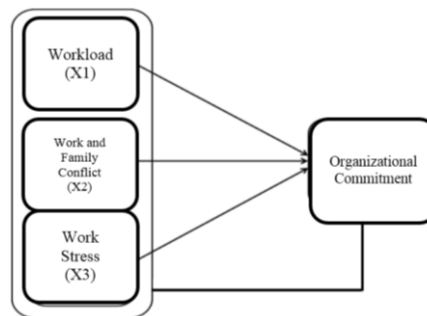


Figure 1 The effect of workload, work-family conflict, work stress either partially or simultaneously on organizational commitment Sakti Mobile Ltd Jakarta

III. Result and Discussion

A. Test Requirements Analysis

Test Requirements Analysis is intended to determine whether data analysis to test the hypothesis can be continued or not. The analysis requirements test in this study is the Normality Test and Linearity Test as follows:

1) Normality Test

Normality test is a test carried out with the aim of assessing the distribution of data in a group of data or variables, whether the distribution of the data is normally distributed or not. Normality test is useful for determining the data that has been collected is normally distributed or taken from a normal population.

Normality test aims to determine whether the data is normally distributed or not. The normality test method in this study was the Kolmogorov-Smirnov test and the Normal Probability Plot. Normality test using the Kolmogorov-Smirnov test with a significant level of $(\alpha) = 5$ percent. The decision making criteria is if the significance > 0.05 then the data is called normally distributed. On the other hand, if the significance is < 0.05 , the data is not normally distributed. The results of normality testing in this study are presented as follows:

*Table 1 Kolmogorov Smirnov Normality Test Result
(Source: Data Proceed)*

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		207
Normal Parameters*	Mean	.0000000
	Std. Deviation	3.09699638
Most Extreme Differences	Absolute	.030
	Positive	.024
	Negative	-.030
Kolmogorov-Smirnov Z		.429
Asymp. Sig. (2-tailed)		.993

a. Test distribution is Normal.

Based on the results of the calculation of the normality test using SPSS.22, it can be stated that the research data is normally distributed. This is known based on a significance level of 0.993 where > 0.05 . So it can be concluded that the data used in this study is normally distributed and can be used in further analysis with statistical methods.

2) *Linearity Test*

Linearity test is used to determine whether the multiple regression model in the study is linear or not significantly. Decision making can be done using the Test of Linearity by looking at the significance value of the Deviation from Linearity output in the Anova table. The variable is said to have a linear relationship if the significance value is > 0.05 . The results of the linearity test in this study are presented as follows:

*Table 2 Linearity Test Result X with Y
(Source: data proceed)*

ANOVA Table							
			Sum of Square	df	Mean Square	F	Sig.
Komitmen Organisasi* Beban Kerja	Between Groups	(Combine)	1278.512	24	53.271	4.568	.000
		Linearity	1116.805	1	1116.805	95.770	.000
		Deviation from Linearity	161.707	23	7.031	.603	.923
	Within Groups		2122.357	182	11.661		
	Total		3400.870	206			

ANOVA Table							
			Sum of Square	df	Mean Square	F	Sig.
Komitmen Organisasi* Konflik Pekerjaan- Keluarga	Between Groups	(Combine)	755.704	21	35.986	2.517	.001
		Linearity	494.613	1	494.613	34.593	.000
		Deviation from Linearity	261.090	20	13.055	.913	.571
	Within Groups		2645.166	185	14.298		
Total		3400.870	206				

ANOVA Table							
			Sum of Square	df	Mean Square	F	Sig.
Komitmen Organisasi* Stree Kerja	Between Groups	(Combine)	1313.710	30	43.790	3.693	.000
		Linearity	1002.588	1	1002.588	84.543	.000
		Deviation from Linearity	311.121	29	10.728	.903	.610
	Within Groups		2087.160	176	11.859		
Total		3400.870	206				

Based on the table data above, it can be seen that the significance value of Deviation from Linearity of Workload with Organizational Commitment is 0.923 where this value is > 0.05 . Meanwhile, the significance value of Deviation from Linearity of Family Work Conflict with Organizational Commitment is 0.571 where this value is > 0.05 . And for the significance value of Deviation from Linearity of Work Stress with Organizational Commitment is 0.610 where this value is > 0.05 . Thus it can be said that all related variables have a linear relationship.

B. Classic Assumption Test

The purpose of testing this classical assumption is to provide certainty that the regression equation obtained has accuracy in estimation, is unbiased and consistent. Classical Assumption Test itself consists of Multicollinearity Test and Heteroscedasticity Test as follows:

1) Multicollinearity Test

The multicollinearity test aims to test whether in the regression model there is a correlation between the independent variables, namely Workload, Work-Family Conflict and Work Stress. A good regression model has the condition that there is no multicollinearity problem. The conclusion is that if the Tolerance value > 0.1 and the VIF value < 10 , there is no multicollinearity. The following is the calculation of the multicollinearity test with SPSS 22:

*Table 3 Multicollinearity Test Result
(Source: data proceed)*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	CollinearityStatistics	
	B	Std. Error	Beta			Tolerance	VIF
1. (Constant)	49.731	1.740		28.581	.000		
Beban Kerja	-.266	.053	-.344	-5.060	.000	.620	1.613
Konflik P. K.	-.320	.104	-.371	-3.077	.002	.197	5.072
Stres Kerja	-.429	.086	-.669	-5.015	.000	.161	6.223

Based on table 3 above, it can be seen that the Tolerance value of the Workload variable is 0.620 and the VIF is 1.613; Tolerance value of Work-Family Conflict variable is 0.197 and VIF is 5.072; and the Tolerance value of the Work Stress variable is 0.161 and the VIF is 6.223. This means that all Tolerance values in this study have a Tolerance value > 0.1 and a VIF value < 10 . So it can be concluded that the regression model in this study does not have multicollinearity problems.

2) Heteroscedasticity Test

Heteroscedasticity is a condition where the variance inequality of the residuals in the regression model occurs. A good regression model has the condition that there is no heteroscedasticity problem. If the significance value is > 0.05 , it can be said that there is no heteroscedasticity problem, and conversely if the significance value is < 0.05 , there is a heteroscedasticity problem. The results of the calculation of the heteroscedasticity test can be seen as follows:

*Table 4 Spearman Rank Heteroscedasticity Test Results
(Source: data proceed)*

Model	Coefficients*				Collinearity Statistics		
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Tolerance	VIF
	B	Std. Error	Beta				
(Constant)	2.808	1.020		2.751	.006		
Beban Kerja	.032	.031	.091	1.036	.302	.620	1.613
Konflik Pekerjaan-Keluarga	.086	.061	.220	1.408	.161	.197	5.072
Stres Kerja	.027	.050	.092	.532	.595	.161	6.223

Based on the data in table 4 above, it can be seen that the significance value of Workload (X1) is 0.302 > 0.05 then the significance value of Work-Family Conflict (X2) is 0.161 > 0.05 and the significance of Work Stress (X3) is 0.595 > 0.05 . So it can be concluded that the regression model in this study does not have a heteroscedasticity problem.

C. Multiple Regression Test

Multiple regression test was conducted to obtain a functional relationship between two or more variables to obtain the influence between the independent variables and the dependent variable. This multiple regression formula is used to determine the quantitative relationship of Workload (X1), Work-Family Conflict (X2), and Work Stress (X3) on Organizational Commitment (Y). The following are the results of the regression test recap using SPSS 22:

Table 5 Regression Test Recap

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	49.731	1.740		28.581	.000		
Workload	-.266	.053	-.344	-5.060	.000	.620	1.613
Work and Family Conflict	-.320	.104	-.371	-3.077	.002	.197	5.072
Work Stress	-.429	.086	-.669	-5.015	.000	.161	6.223

The effect of X1, X2 and X3 on Y can be expressed by the following formula:

$$Y = 49.731 + (-0.266X1) + (-0.320X2) + (-0.429X3)$$

The meaning of the multiple regression equation can be interpreted as follows:

- The constant value $a = 49.731$ is the value of organizational commitment if $X1=X2=X3=0$
- The value of $b1 = -0.266$ is the regression coefficient value of $b1$, meaning that every increase in workload value of 1 point will increase the value of organizational commitment by -0.266
- The value of $b2 = -0.320$ is the regression coefficient value of $b1$, meaning that every increase in workload value of 1 point will increase the value of organizational commitment by -0.320
- The value of $b3 = -0.429$ is the regression coefficient value of $b1$, meaning that every increase in workload value of 1 point will increase the value of organizational commitment by -0.429

Based on table 5, the data obtained that the value of sig. of each X variable, namely Workload of 0.000, Family Work Conflict of 0.002 and Work Stress of 0.000, the three X variables have a sig value <0.05 which means that each X variable has an influence on Organizational Commitment.

D. Hypothesis Testing

Hypothesis testing is a process for evaluating the strength of evidence from a sample, and providing a basis for making decisions regarding the population. The purpose of hypothesis testing is to decide whether the hypothesis being tested is rejected or accepted. Hypothesis testing in this study is presented in several stages as follows:

1) T-test

The purpose of the t test is to determine the effect of the independent variable partially on the dependent variable. The results of the t-test count can be seen in table 5.31, the t-count value is 5.060 and t-table can be found in the t-distribution table at the significance level with the formula $t_{table} = (\alpha/2; n-k-1)$ or $(0.025;203) = 1.97$. The t-table value is 1.97 so it can be seen that the tcount value is $5.060 >$ the ttable value is 1.97. So it can be concluded that partially there is a significant influence between Workload and Organizational Commitment.

The results of the t-test calculation can be seen in table 5.31, the t-count value is 3.077 and t-table can be found in the t-distribution table at the significance level with the formula $t_{table} = (\alpha/2;n-k-1)$ or $(0.025;203) = 1.97$. The ttable value is 1.97 so it can be seen that the tcount value is $3,077 >$ the ttable value is 1.97. So it can be concluded that partially there is a significant influence between Work-Family Conflict and Organizational Commitment.

The results of the t-test calculation can be seen in table 5.31, the t-count value is 5.015 and t-table can be found in the t-distribution table at the significance level with the formula $t_{table} = (\alpha/2;n-k-1)$ or $(0.025;203) = 1.97$. The ttable value is 1.97 so it can be seen that the tcount value is $5.015 >$ the

ttable value is 1.97. So it can be concluded that partially there is a significant influence between Job Stress and Organizational Commitment.

2) *F-Test*

The F test or regression coefficient test aims to determine whether there is a significant effect or not between the independent variables on the dependent variable simultaneously. The results of the f test in this study are presented in the following table:

Table 6 *F-test Results*

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1425.044	3	475.015	48.804	.000 ^a
	Residual	1975.826	203	9.733		
	Total	3400.870	206			

Based on table 6 above, it can be seen that the Fcount value is 48,804. The value of Ftable can be searched in the statistical table by calculating $F_{table} = (k;n-k)$ or $(3;204)$. The Ftable value is 2.65, so it can be concluded that workload, family work conflict and work stress simultaneously affect organizational commitment because F_{count} is $48,804 > F_{table}$ is 2.65.

E. *Coefficient of Determination*

Analysis of the coefficient of determination (R^2) is used to measure how much the ability of a model to explain the variation of the dependent variable. The results of testing the coefficient of determination in this study are presented in the following table:

Table 7 *Coefficient of determination test results*

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.805	.631	.694	3.11980	

- a. Predictors: (Constant), Work Stress, Workload, Work-Family Conflict

Based on the results of the calculation in table 7 above, it can be seen that the R^2 value is 0.631 which means that the variables of Workload, Family Work Conflict and Work Stress are able to explain Organizational Commitment simultaneously by 63.1% while the remaining 36.9% is influenced by other variables not examined.

Discussion

The discussion of the research results provides an explanation of the research model that was built, namely the Effect of Workload, Work-Family Conflict and Work Stress on Organizational Commitment of Sakti Mobile Ltd. Employees. The discussion of the structural model provides an understanding of the research hypotheses that have been built. The results of the structural model will be explained conceptually and empirically regarding the relationship between the factors used in building this research model.

F. *The Effect of Workload on Organizational Commitment*

Based on the results of the analysis and calculations that have been carried out, it is obtained that (a_1) and the value of the regression coefficient (b_1) are 49.731 and -0.266, respectively. Thus the regression equation is $Y = 49.731 + (-0.266) X_1$, meaning that every increase in workload value of 1 point will increase the value of organizational commitment by -0.266.

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. This means that when the workload given to Sakti Mobile Ltd 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.

Workload is a work capacity that is charged beyond the time provided both quantitatively and qualitatively which is shown in the number of jobs, work capacity, and doing work. Workload at Sakti Mobile Ltd itself is slowly increasing. The workload that was previously not too much, over time is increasing and continues to grow. The increased workload felt by employees has a lot of influence on other things, both inside and outside of work.

The findings of this study are in accordance with research conducted [9] entitled *Cyberloafing As A Mediating Variable in the Relationship between Workload And Organizational Commitment*. The purpose of this study was to determine the effect of workload dimensions (psychological workload and physical workload) on organizational commitment. It also seeks to determine whether cyberloafing mediates the relationship between workload and organizational commitment. Descriptive statistical analysis, correlation, multiple regression, and hierarchical regression were performed to analyze the data using SPSS v23. The results showed that the workload had a significant effect on organizational commitment to employees. Cyberloafing was found to partially mediate the relationship between workload variables and organizational commitment.

G. The Effect of Work-Family Conflict on Organizational Commitment

Based on the results of the analysis and calculations that have been carried out, it is obtained that (a2) and the value of the regression coefficient (b2) are 49.731 and -0.320, respectively. Thus the regression equation is $Y = 49.731 + (-0.320) X_2$, meaning that every 1 point increase in workload value will increase the value of organizational commitment by -0.320.

This means that when the work-family conflict experienced by Sakti Mobile Ltd 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.

Work-family conflict is a special form of role conflict that is felt by organizational members in connection with the interaction of job role demands hindering fulfillment of demands in family roles and family role demands hindering fulfillment of demands in work roles. While organizational commitment is the relationship felt by as a member of an organization which is indicated by the desire to maintain organizational membership, willingness to work for the benefit of the organization, and belief in the values and goals of the organization.

H. The Effect of Job Stress on Organizational Commitment

Based on the results of the analysis and calculations that have been carried out, it is obtained that (a3) and the value of the regression coefficient (b3) are 49.731 and -0.429, respectively. Thus the regression equation is $Y = 49,731 + (-0.429) X_3$, meaning that every increase in workload value of 1 point will increase the value of organizational commitment by -0.429.

So it can be concluded that partially there is a significant influence between Job Stress and Organizational Commitment. This proves that the hypothesis built in this research model can be accepted and proven, namely that work stress has a direct negative effect on organizational commitment. That is, when the work stress felt by Sakti Mobile Ltd employees increases, the employees' organizational commitment will decrease.

Understanding work stress is the interactive impact between job demands and control as a condition of tension that affects one's emotions, thoughts and physical condition. As a result, they will experience work fatigue which then continues on emotional exhaustion and will affect physical fatigue. Emotional reactions and psychological reactions of a person experiencing stress in response to demands from within and from outside the organization. While the notion of organizational commitment is the relationship felt by employees as members of an organization which is indicated by the desire to maintain organizational membership, willingness to work for the benefit of the organization, and belief in the values and goals of the organization.

The results of this study are in line with research conducted by [10] with his research entitled *Work Related Stress and Employee Commitment at Delta State Polytechnic, Ogwashi Uku, Delta State of Nigeria*. The purpose of this study was to investigate stress levels at Delta State Polytechnic, Ogwashi Uku as well as to establish the relationship between job stress and three dimensions of employee commitment among 256 permanent teaching staff of the Polytechnic.

1. *The Influence of Workload, Work-Family Conflict and Job Stress on Organizational Commitment*

Based on the results of the analysis and calculations that have been carried out, it can be seen that the Fcount value is 48,804. The value of Ftable can be searched in the statistical table by calculating $F_{table} = (k; n-k)$ or (3;204). The Ftable value is 2.65, so it can be concluded that workload, family work conflict and work stress simultaneously affect organizational commitment because F_{count} is $48,804 > F_{table}$ is 2.65.

The findings of this study are in accordance with research conducted by [9] entitled *Cyberloafing As A Mediating Variable in the Relationship Between Workload And Organizational Commitment*. The purpose of this study was to determine the effect of workload dimensions (psychological workload and physical workload) on organizational commitment. It also seeks to determine whether cyberloafing mediates the relationship between workload and organizational commitment. Descriptive statistical analysis, correlation, multiple regression, and hierarchical regression were performed to analyze the data using SPSS v23. The results showed that the workload had a significant effect on organizational commitment to employees. Cyberloafing was found to partially mediate the relationship between workload variables and organizational commitment.

This finding is also in line with research conducted by [11] with their research entitled *Role of Work Family Conflict on Organizational Commitment and Organizational Effectiveness*. *Arabian Journal of Business and Management Review (Nigerian Chapter)*. The results of this study are 77% 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.

IV. Conclusion

The author has previously conducted statistical analysis and testing of the effect of 3 (three) independent variables, namely: workload (X1), work-family conflict (X2) and work stress (X3) together on organizational commitment Sakti Mobile Ltd Jakarta (Y) In detail, it can be described as follows: 1) Workload has a direct negative effect on organizational commitment. That is, when the workload felt by Sakti Mobile Ltd employees increases both in the internal environment and within the organization, the employee's sense of organizational commitment will decrease; 2) Work-family conflict has a direct negative effect on organizational commitment. That is, when the work-family conflict felt by Sakti Mobile Ltd employees 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 Sakti Mobile Ltd employees increases, the employee's sense of organizational commitment will decrease; and 4) Workload, work-family conflict and work stress have a simultaneous influence on the organizational commitment of Sakti Ponsel Ltd employees.

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