

The Effect Of Workload And Work Environment On Organizational Commitment (Study On Non-Permanent Employees Of Bni Branch Office Palembang)

Ihzamahendra¹, Marlina Widiyanti², Muhammad Yusuf³, Muhammad Ichsan Hadjri⁴

¹²³⁴*Universitas Sriwijaya, Palembang, Indonesia*

ihzamahendra.690@gmail.com¹, marlinawidiyanti@fe.unsri.ac.id^{2}, muhamadyusuf@fkip.unsri.ac.id³, ichsanhadjri@fe.unsri.ac.id⁴*

ABSTRACT

This study was conducted with the aim of determining the influence of workload and work environment on organizational commitment to non-permanent employees of BNI Palembang branch office. The population used in this study is all non-permanent employees at PT Bank Negara Indonesia (Persero), Tbk Palembang Branch Office in 2024 as many as 108 employees. The number of respondents in this study is all non-permanent employees at PT Bank Negara Indonesia (Persero), Tbk Palembang Branch Office in 2024 as many as 108 employees spread across 16 Sub-Branch Offices and 1 Main Branch Office and all of them are the number of respondents in this study. The results of multiple linear regression analysis show that workload and work environment have a positive and significant effect on organizational commitment. Workload, is expected to provide time with appropriate working hours for employees. The work environment, it is expected that the company's management, especially the superiors at each branch office, will be more sensitive to the relationships established between fellow employees.

Keywords: *Workload, Work Environment, Organizational Commitment*

This article is licensed under [CC BY-SA 4.0](https://creativecommons.org/licenses/by-sa/4.0/) 

INTRODUCTION

Human Resources (HR) is the most important factor in the growth and development of an organization or business. That in the conditions of globalization, the quality of human beings in companies is always a competitive material. Companies that want to grow and develop well must organize their human resources intellectually, spiritually, creatively, morally and responsibly. Personal quality greatly affects the performance of these human resources and the company's performance in general, so it is necessary to improve employee performance (Siahaya, 2023).

Organizational commitment has been widely recognized as a key factor in ensuring employee retention, satisfaction, and overall performance, particularly in high-stress environments like banking (Carolina, 2022; Onyemah, 2024). In the context of Indonesia, the banking sector has seen rapid expansion, with institutions like PT Bank Negara Indonesia (Persero) Tbk (BNI) striving to meet both corporate and customer expectations. However, this growth has led to increased workloads and greater demands on employees, particularly non-permanent staff who may face job uncertainty and varying levels of support from management (Cheng & Kadir, 2018).

The workload experienced by non-permanent employees at BNI's Palembang branch fluctuates, with particularly heavy demands at the end of each month and year. These periods often result in increased stress and fatigue, potentially lowering organizational commitment

(Ahuja & Chudoba, 2022). Research suggests that excessive workload can lead to burnout, reducing an employee's emotional and professional investment in the organization (Wigunardi & Waruwu, 2023). Conversely, a well-managed workload that aligns with employee capacity can enhance their sense of responsibility and loyalty to the company (Kanchanapa, 2019).

To further contextualize this study, Organizational Commitment Theory and Workload Stress Theory are employed. Organizational Commitment Theory posits that employees' emotional attachment and loyalty to an organization are crucial for their sustained contribution and retention (Allen & Meyer, 1990). This is particularly relevant in the banking industry, where high turnover rates among non-permanent employees can disrupt service continuity and increase recruitment costs. Workload Stress Theory, on the other hand, explains how excessive demands on employees lead to psychological and physical strain, potentially undermining their commitment and performance (Schultz et al., 2009). Both theories offer a comprehensive lens through which the challenges faced by non-permanent employees at BNI can be understood.

Recent studies emphasize the importance of a positive work environment in fostering organizational commitment (Cheng, 2023; Jawaad, 2019). A supportive environment—characterized by good relationships with colleagues, adequate resources, and clear communication from management—can significantly boost job satisfaction and commitment, even among non-permanent employees (Rohail, 2022). Conversely, a stressful or unsupportive work environment exacerbates the negative effects of high workloads, leading to decreased organizational loyalty and higher turnover rates (Carolina, 2022; Putra, 2022b).

This research fills a critical gap by focusing on non-permanent employees, a group often overlooked in organizational commitment studies despite their growing presence in the workforce. With the banking sector being a major employer in Indonesia, understanding the factors that influence the commitment of non-permanent staff is essential for ensuring long-term organizational stability. Furthermore, the study's findings will offer actionable insights into improving employee retention and satisfaction, particularly in high-demand industries like banking.

Data from BNI Palembang reveals that non-permanent employees constitute a significant portion of the workforce, representing 108 employees across 16 sub-branch offices and 1 main branch office. This large workforce segment experiences varying levels of job satisfaction and commitment, depending on factors such as workload and the work environment. Previous research highlights that approximately 65% of employees report feeling overwhelmed during peak periods, with 40% expressing concerns about job insecurity (Carolina, 2022). Such statistics underscore the urgency of addressing the factors that affect organizational commitment, particularly among non-permanent employees who may feel disconnected from long-term organizational goals due to their temporary status.

This research aims to analyze the impact of workload and work environment on the organizational commitment of non-permanent employees at BNI Palembang branch office. The objectives of the study are to:

- a how workload fluctuations influence organizational commitment.
- b Assess the role of the work environment in either mitigating or exacerbating the effects of workload on employee commitment.
- c Provide recommendations for enhancing organizational commitment among non-permanent employees, thus improving overall operational efficiency.

The findings of this study will contribute to both academic literature and practical management strategies by offering evidence-based recommendations for improving employee retention and satisfaction in the banking sector. Strengthening organizational commitment among non-permanent employees will not only enhance service quality but also reduce turnover rates, ultimately benefiting the organization's long-term stability.

Taking the phenomenon that occurs with the influence of workload and work environment on organizational commitment to non-permanent employees at Bank BNI Palembang can reflect complex dynamics with the focus points of the analysis:

1) Workload and Organizational Commitment

- **High Workload:** Non-permanent employees who experience a high workload tend to feel stressed, which can affect their commitment to the organization. Excessive workload can lead to dissatisfaction and burnout, which ultimately reduces loyalty and commitment to the company.
- **Workload Balance:** Conversely, if the workload is well-distributed and in line with the employee's capacity, it can increase their sense of appreciation and responsibility, potentially increasing their commitment to the organization.

2) Work Environment and Organizational Commitment

- **Supportive Work Environment:** A positive work environment, including good relationships with colleagues, support from superiors, and a comfortable physical condition of the workplace, can increase employee job satisfaction. This has the potential to increase their commitment to the organization, even though they are non-permanent employees.
- **Unsupportive Work Environment:** A stressful work environment, lack of support from colleagues or superiors, and uncomfortable working conditions can worsen the mental and emotional condition of employees. This can lead to a decrease in commitment to the organization.

3) Non-Permanent Employee Status and Its Influence on Commitment

- **Job Uncertainty:** Non-permanent employees often face uncertainty regarding their future in the company. This uncertainty can lower their commitment to the organization, as they may feel less emotionally or professionally connected.
- **Opportunity to Become a Permanent Employee:** If there is a prospect or opportunity to become a permanent employee, non-permanent employees may be more motivated to demonstrate high commitment in the hope of securing a more stable position in the future.

4) The Relationship between Workload, Work Environment, and Commitment

- **Interaction between Workload and Work Environment:** A high workload can be more acceptable if it is supported by a positive work environment. Conversely, a poor work environment can exacerbate the negative impact of heavy workloads, accelerating a decline in employee commitment.
- **Load Management and Work Environment:** To maintain a high level of organizational commitment, it is important for management to manage the workload wisely and ensure that the work environment supports employee well-being.

METHOD

This study employs a **quantitative research design** with a focus on multiple linear regression analysis to evaluate the impact of workload and work environment on organizational commitment among non-permanent employees at PT Bank Negara Indonesia (Persero) Tbk Palembang Branch Office. The population used in this study consists of 108 non-permanent employees spread across 16 sub-branch offices and 1 main branch office.

The choice of a quantitative approach, particularly the use of multiple linear regression analysis, was driven by several factors that make it the most appropriate method for this research. Quantitative methods are ideal for studies like this one, which aim to objectively measure relationships between variables—in this case, the influence of workload and work environment on organizational commitment.

1. **Ability to Handle Large Data Sets:** With a population of 108 non-permanent employees, a quantitative approach is suitable for managing and analyzing a large volume of data. Multiple linear regression allows for the identification of patterns and relationships between multiple independent variables (workload and work environment) and a dependent variable (organizational commitment) simultaneously, providing a more comprehensive understanding of the factors influencing commitment.
2. **Objective Measurement:** Unlike qualitative methods, which rely on subjective interpretation, the quantitative method employed here offers a more objective assessment of the variables. Organizational commitment, workload, and the work environment were measured using structured questionnaires with predefined scales, ensuring consistency across responses. This helps to reduce the risk of bias and strengthens the validity of the findings.
3. **Statistical Precision:** The choice of multiple linear regression analysis enhances the study's ability to assess the strength and significance of the relationships between the variables. This method provides statistical precision, allowing the researcher to determine not only whether a relationship exists but also how strong and significant that relationship is. This level of detail is crucial for drawing reliable conclusions about the effects of workload and work environment on organizational commitment.
4. **Suitability for Hypothesis Testing:** The study's primary aim is to test two hypotheses: that workload and work environment significantly influence organizational commitment. A quantitative method, especially regression analysis, is best suited for hypothesis testing as it allows for rigorous statistical examination of these hypotheses. Alternative methods such as qualitative approaches would not provide the same level of statistical rigor or allow for hypothesis testing in such a straightforward manner.
5. **Comparability to Previous Research:** A significant body of prior research on organizational commitment, workload, and work environment has utilized quantitative methods (Carolina, 2022; Onyemah, 2024; Siahaya, 2023). By employing a similar method, this study ensures that its findings are comparable to previous studies, contributing to a broader understanding of these variables in the context of non-permanent employees in the banking industry.

A census sampling technique was used, involving all 108 non-permanent employees at BNI Palembang, ensuring comprehensive coverage of the population. This method was chosen to eliminate sampling bias and provide more generalizable findings.

The data were analyzed using multiple linear regression analysis via SPSS software. This statistical method was selected because it is well-suited for determining the impact of two or more independent variables on a dependent variable. In this case, it allows for the analysis of how both workload and work environment, together and individually, affect organizational commitment. The regression model was tested for significance at the 5% level, ensuring robust findings.

RESULTS AND DISCUSSION

- 1) The value of the workload variable (X1) is 5.096 and the significance value is 0.000, then the t value is $(5.096 > 1.982)$ or the value (Sig.) is $0.000 < 0.05$. This means that the workload has a significant effect on the organization's commitment to PT Bank Negara Indonesia (Persero), Tbk Palembang branch office. This proves that the first hypothesis that workload has a positive and significant effect is acceptable. $t_{hitung} > t_{tabel}$
- 2) The value of the work environment variable (X2) is 7.189 and the significance value is 0.000, then the t value is $(7.189 > 1.982)$ or the value (Sig.) is $0.000 < 0.05$. This means that the work environment has a significant effect on the organization's commitment to PT Bank Negara Indonesia (Persero), Tbk Palembang branch office. This proves that the second hypothesis of a positive and significant influence on the work environment is acceptable. $t_{hitung} > t_{tabel}$

The Effect of Workload on Organizational Commitment at PT Bank Negara Indonesia (Persero), Tbk Palembang Branch Office

The results of the analysis obtained in this study show that the workload has a positive and significant effect on the organization's commitment so that the first hypothesis can be accepted. The results of this study are in line with the results of research from (Ahuja & Chudoba, 2022; Arifin, 2019; Bettawinda, 2022; Carolina, 2022; Hana et al., 2020; Kanchanapa, 2019; Khakim, 2023; Kursudjono, 2023; Onyemah, 2024; Ramadhan, 2020; Rumoning, 2023; Siahaya, 2023; Tayfur Ekmekci, 2021; Wigunardi & Waruwu, 2023; Zanabazar, 2022) shows that workload has a positive and significant effect on organizational commitment.

Based on respondents' responses to indicators, companies often give overtime to employees, showing the lowest score. Based on interviews with several respondents who are employees of PT Bank Negara Indonesia (Persero), Tbk Palembang branch office said that the company does not give overtime to its employees too often. Overtime often occurs at the end of the month, where the workload given to employees is higher. Employees in various job descs almost all work overtime at the end of the month to be able to complete the work that is the responsibility for reporting. Some divisions, especially marketing, often work overtime where employees in addition to providing monthly report results, the division is required to provide target achievement in accordance with the company's expectations.

Respondents' responses to the indicators of many risks that employees must face in carrying out the given work show the highest score. This shows that employees in banking,

especially at PT Bank Negara Indonesia (Persero), Tbk Palembang branch office, have risks in carrying out their work. Almost every position has great responsibility. There needs to be abilities possessed by employees in addition to education that is in accordance with the job provided and other skills that can support the job.

The Influence of the Work Environment on Organizational Commitment at PT Bank Negara Indonesia (Persero), Tbk Palembang Branch Office

The results of the analysis obtained in this study show that the work environment has a positive and significant effect on organizational commitment so that the second hypothesis can be accepted. The results of this study are in line with the results of research from (Ahuja et al., 2002; Apriliana, 2021; Arifin, 2019; Bettawinda, 2022; Carolina, 2022; Cheng, 2023; Jawaad, 2019; Joo & Jun, 2019; Khakim, 2023; Kursudjono, 2023; Lingard, 2019; Putra, 2022a; Ramadhan, 2020; Rohail, 2022; Shoaib, 2023; Siahaya, 2023; Vagharseyyedin et al., 2018) which shows that the work environment has a positive and significant effect on organizational commitment.

Based on the respondents' responses to the indicators of good relationships between fellow employees, the lowest score was shown. This shows that there is a poor relationship in the relationship between fellow employees. The management of PT Bank Negara Indonesia (Persero), Tbk, especially at the Palembang branch office, needs to provide what is the cause factor in the poor relationship between fellow employees.

Respondents' responses to the work atmosphere indicator have a comfortable and clean atmosphere, showing the highest score. The office of PT Bank Negara Indonesia (Persero), Tbk Palembang branch office has a very comfortable atmosphere. Both the building is still very decent and safe, cleanliness, the appearance of the layout in the office, the appearance of the employees and providing facilities that support the needs in carrying out work. The provision of facilities that suit the needs of employees will have a good impact in making it easier for employees to carry out their work.

CONCLUSION

The results of the analysis show that the workload has a positive and significant effect on the organization's commitment at PT Bank Negara Indonesia (Persero), Tbk Palembang branch office. This indicates that an increase in workload can strengthen employee commitment to the organization. In addition, the work environment also has a positive and significant effect on organizational commitment at PT Bank Negara Indonesia (Persero), Tbk Palembang branch office. This means that a good work environment can increase the level of employee commitment to the organization. These two factors—workload and work environment—have a significant impact on organizational commitment at the Palembang branch office, emphasizing the importance of both aspects in building employee commitment.

REFERENCES

- Ahuja, M., & Chudoba, K. M. (2022). Overworked and Isolated? Predicting The Effect of Work Family Conflict, Autonomy and Workload on Organizational Commitment. *Proceedings of the 35th Annual Hawaii International Conference on System Sciences*.
- Ahuja, M., Chudoba, K. M., George, J. F., Kacmar, C., & McKnight, H. (2002). Overworked

- and isolated? Predicting the effect of work-family conflict, autonomy, and workload on organizational commitment and turnover of virtual workers. *Proceedings of the 35th Annual Hawaii International Conference on System Sciences*, 3586–3593.
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1–18.
- Apriliansa, S. (2021). Pengaruh Stres Kerja dan Lingkungan Kerja Terhadap Komitmen Organisasi. *Jurnal Bisnis, Manajemen Dan Keuangan*, Vol. 2 (3).
- Arifin, M. Z. (2019). Pengaruh Beban Kerja, Kompensasi dan Lingkungan Kerja Terhadap Komitmen Organisasi (Studi Kasus Pada PT Pegadaian Kantor Wilayah IX Jakarta 2). *Jurnal Ekonomi Dan Bisnis*.
- Bettawinda, D. (2022). Analisis Pengaruh Lingkungan dan Beban Kerja Terhadap Komitmen Organisasi di RSUD Kabupaten Padang Pariaman. *Journal of Business and Economics (JBE)*, Vol. 7 (2), 149–155.
- Carolina, A. (2022). The Influence of Workload, Work Discipline and Work Environment on Organizational Commitment. *Scientium Management Review*, Vol. 1(3), 247–264.
- Cheng, N. P. (2023). Relationship Between Work Environment and Organizational Commitment Among Private School Teachers in Klang Valley. *International Journal of Academic Research in Business and Social Sciences*.
- Cheng, N. P., & Kadir, S. A. (2018). Relationship between work environment and organizational commitment among private school teachers in Klang valley. *International Journal of Academic Research in Business and Social Sciences*, 8(7), 781–793.
- Hana, L., Badia, P., Agustina, H., & Marlina, W. (2020). Pengaruh Stres Kerja dan Kepuasan Kerja Terhadap Komitmen Organisasi pada PT Semen Baturaja Tbk. *AMAR (Andalas Management Review)*, Vol. 4 (2), 32–45. <https://doi.org/10.25077/amar.4.2.32-45.2020>.
- Jawaad, M. (2019). The Influence of Work Environment on Organizational Commitment: Investigating The Mediation of Job Satisfaction in The Private Sector of The Emerging Market. *Journal of Sustainability*, Vol. 13.
- Joo, H. S., & Jun, W. H. (2019). Influence of Nurses' Work Environment on Organizational Commitment of Nurses in Long Term Care Hospitals. *Journal of Korean Academy of Nursing Administration*, Vol. 17, 538–550.
- Kanchanapa, S. (2019). The Influence of Workload and Job Burnout on Organizational Commitment of Employee of Thatland Post Co. Ltd Sakon Nakhon Post Office Thailand. *International Academic Multidisciplinary Research Conference in Vienna*.
- Khakim, A. A. (2023). Pengaruh Beban Kerja dan Lingkungan Kerja Terhadap Komitmen Organisasi Bagian Produksi PT Surya Plastindo Gresik. *Jurnal Ekonomika Dan Bisnis*.
- Kursudjono, A. J. (2023). Pengaruh Lingkungan Kerja dan Beban Kerja Personel Terhadap Komitmen Organisasi (Studi Kasus Pada Kantor Kepolisian Resor (Polres) Barito Timur). *Jurnal Komunikasi Bisnis Dan Manajemen*, Vol. 11.
- Lingard, H. (2019). Work Environment Determinants of Organizational Commitment Among Women in The Australian Construction industry. *Construction Management and Economics*, Vol. 22.
- Onyemah, T. N. (2024). Enhancing Teaching Productivity Among University Staffers: The Influence of Organizational Commitment and Workload. *Journal of General Education*

and Humanities, Vol. 3 (1), 37–46.

- Putra, A. R. (2022a). Improving Employee Performance through the Implementation of Total Quality Management and the Effectiveness of the Remuneration System. *International Journal of Service Science, Management, Engineering, and Technology*, 2(2), 1–5.
- Putra, A. R. (2022b). Kompensasi dan Lingkungan Kerja Serta Pengaruhnya Terhadap Komitmen Organisasi. *Jurnal Edunomika, Vol. 6(1)*.
- Ramadhan, R. (2020). Pengaruh Beban Kerja, Lingkungan Kerja dan Kompensasi Terhadap Komitmen Organisasi (Studi pada PT Protindo, Gelora Bung Karno, Jakarta Selatan). *Jurnal Bisnis Dan Ekonomi*.
- Rohail, R. (2022). Effects of Work Environment on Nurses Organizational Commitment in Public Hospitals Lahore, Pakistan. *Saudi Journal of Medical and Pharmaceutical Sciences, ISSN 2413-4929*.
- Rumoning, M. H. (2023). Pengaruh Lingkungan Kerja, Disiplin Kerja dan Stress Kerja Terhadap Komitmen Organisasi Dalam Meningkatkan Kinerja Perawat di RSUD Kabupaten Asmat. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi, Vol. 6 (2)*.
- Schultz, D. P., Schultz, S. E., & Enos, M. (2009). *Theories of personality*.
- Shoib, A. (2023). Impact of Work Environment on Organizational Commitment: A Comparative Study of Public and Private Organizations. *Research Journal of Recent Sciences, Vol. 2 (5)(ISSN 2277-2502)*.
- Siahaya, A. C. (2023). Pengaruh Beban Kerja, Disiplin Kerja dan Lingkungan Kerja Terhadap Komitmen Organisasi dan Kinerja Pegawai Pada Badan Kesbangpol Provinsi Sulawesi Selatan. *Jurnal Ekonomi Dan Bisnis*.
- Tayfur Ekmekci, O. (2021). The Buffering Effect of Perceived Organizational Support on The Relationships Among Workload, Work–Family Interference and Commitment Organization: A Study on Nurses. *Journal of Nursing Research, Vol. 29*.
- Vagharseyyedin, S. A., Zarei, B., & Hosseini, M. (2018). The role of workplace social capital, compassion satisfaction and secondary traumatic stress in affective organisational commitment of a sample of Iranian nurses. *Journal of Research in Nursing, 23(5), 446–456*.
- Wigunardi, T., & Waruwu, K. (2023). Pengaruh Beban Kerja dan Kepuasan Kerja Terhadap Komitmen Organisasi pada BPBD Provinsi Sumatera Utara. *Jurnal Manajemen Dan Bisnis, Vol. 1 (3), 16–29*.
- Zanabazar, A. (2022). Relationships Between Workload, Job Burnout and Organizational Commitment. *SHS Web Conf, Vol. 132*.