

# Job Fatigue as an Intervening Variable in the Effect of Work-Family Conflict and Workload on Organizational Commitments

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***Abstract-*** *The purpose of this study is to analyze job fatigue as an intervening variable in the influence of work-family conflict and workload on organizational commitment. This type of research combines quantitative research with descriptive analysis. The research participants were all production employees of a cigarette factory. Out of 150 respondents, 109 questionnaires were analyzed. The SEM method with a PLS approach was used to analyze the data. The research results indicated that work-family conflict and workload have a positive effect on organizational commitment; job fatigue has a negative effect on organizational commitment; and work-family conflict and workload have a negative effect on organizational commitment through job fatigue.*

***Indexed Terms-*** *job fatigue, work-family conflict, workload, organizational commitment*

## I. INTRODUCTION

Every firm is faced with new issues surrounding competitive organizational performance and building a motivated staff in today's competitive and dynamic world. No firm can operate at its peak efficiency in the current competitive environment unless every employee is dedicated to achieving the goals of the business. For a workable outcome, it is crucial to comprehend the idea of commitment and its influence.

Employee commitment is one of the keys that helps determine whether or not the company will succeed in achieving its goals. Employees who are committed to the company usually show a caring attitude towards their duties, they are very responsible for carrying out their duties and are very loyal to the agency where they work. With commitment, employees will

express their determination to carry out something (Anttila, 2014).

Committed workers establish a connection with a company, which improves organizational success. They perform better and benefit the organization more if they have an emotional connection to their work, their relationships with coworkers, and the organization itself. To achieve their goals, successful organizations rely on the great performance of their staff. Their staff must perform at a high level in order to meet their strategic objectives and maintain their competitive advantage. According to some experts, commitment is both a willingness to stick with a course of action and a reluctance to alter direction, frequently as a result of a sense of duty to continue on the same path. Along with committing themselves to their employers, coworkers, bosses, and clients, they also do the same for particular people. Different behaviors show commitment in action.

In the workplace, there has typically been a tacit understanding between employers and employees: in return for employees' devotion, businesses would offer benefits like safe jobs and competitive pay. The strength of a commitment is influenced by reciprocity. A commitment deteriorates when the entity or person to whom it has been made fails to fulfill the anticipated transaction. Individuals' mental ties to the organization are referred to as "organizational commitment." The idea underlying much of this research was to figure out how to improve professionals' feelings about their work so they would become more committed to their organization. Work factors like fatigue, work-family conflict, and workload are all predicted by organizational commitment.

Employee perceptions of the business and what

makes it unique from other potential employers play a significant role in their level of devotion. A successful company must have dedicated staff. It is crucial to be able to keep the people the firm invests a lot of time and resources in finding for the long term. In this process, commitment is crucial. However, because it has the capacity to affect both organizational effectiveness and employee wellbeing, it is crucial to research commitment and understand the elements that influence it (Meyer & Herscovitch, 2001).

Maslach et al. (2001) defined fatigue as "a syndrome of emotional exhaustion and cynicism that occurs frequently among individuals who do 'people-work' of some kind"; it has since drawn the interest of numerous researchers (Cropanzano, Rupp, & Byrne, 2003). The development of good organizational commitment is inseparable from the ability of an employee to balance his role as a worker and in the family. This role balance is important to realize because, if it does not run smoothly, it will have a negative impact on organizational commitment. That is, there will be a gap between the roles of a worker and a family member; this is called work-family conflict.

According to Kelly et al. (2014), work-family conflict occurs when there is an unhealthy balance that forces a person to place work demands above and beyond family demands and needs, or, in other words, place family demands above work demands. Work-family conflict can also occur when situations at work are brought into family life or when situations in one's family life begin to affect work performance. For workers who are heavily involved in caregiving as well as the increasing number of single people and dual-earner couples who do not have a spouse at home to handle all the "small things" that need to be done, trying to live up to this ideal might lead to work-family conflicts (Schieman et al. 2009).

Conflicts that occur at work and at home can trigger stress. There is another factor that can trigger stress, namely the workload. Companies that prioritize profit will require employees to work as much as possible; this can result in increased employee workload levels.

Workload is a process carried out by a person in completing the tasks of a job or group of positions carried out under normal circumstances within a certain period of time. Workload is the extent to which an individual worker's capacity is needed in completing the tasks assigned to him, which can be indicated by the amount of work that must be done, the time limit that workers have in completing their tasks, as well as the individual's own subjective view of the work given to him.

In addition to work family conflict and workload, the high and low levels of organizational commitment can be seen from the level of employee's job fatigue. According to Marmaya et al. (2011), job fatigue that cannot be overcome will cause various fatal work problems and result in work accidents, so companies must know the level of performance and things that can cause problems at work. According to the International Labor Organization (ILO), nearly two million workers die in the world each year as a result of work accidents caused by fatigue factors. This data makes it clear that the contribution of job fatigue to the occurrence of work accidents is fairly large.

There has been a lot of discussion on organizational commitment and job fatigue, and numerous studies have been done to understand these two factors. Their relationship hasn't garnered much attention. Organizational commitment, according to Antonovsky (1979), shields the individual from unfavorable workplace outcomes either because those who are devoted to the organization have a stronger bond with the people they work with or because they have found purpose in their jobs. The goal of the current study was to investigate the connection between workplace job fatigue and organizational commitment.

With the rapid pace of change and the increasing demands on our time, job fatigue becomes a major factor that most employees have to contend with. Burke and Greenglass (1989) discovered that while there are few and consistent personality traits that are correlated with fatigue, there are several significant and consistent job, work setting, and organizational correlates.

## II. LITERATURESREVIEW

- *Organizational commitment*

Organizational commitment represents the individual's relationship with the organization, and this relationship is important in explaining the individual's behavior in the organization. Organizational commitment is further defined by Porter et al. (1974, p. 604) as "an attachment to the organization, characterized by an intention to remain in it; an identification with the organization's values and aims; and a readiness to devote extra effort on its behalf." Organizational commitment is viewed as the connection between the individual employee and the organization because people take into account how much their personal beliefs and goals relate to those of the organization.

The term "affective commitment" refers to an employee's emotional connection to the company, their identity with the company, and their participation in its operation, i.e., their agreement with the company's and their own goals. Very committed employees stay with a company because they want to, not because they have to. The causes of affective commitment, according to Mowday et al. (1979), can be divided into four groups: (1) personal characteristics, (2) structural (organizational), (3) characteristics related to the type of work being performed, and (4) work experience.

Continuance commitment develops out of the perceived cost (benefit against loss) leads to a commitment to stick with something, and it necessitates that the employee be aware of both the gains and losses. According to Allen and Meyer (1996), various employees who meet the same circumstances may exhibit varying degrees of continuous commitment. Employees who felt that leaving the company would be costly would prefer to stay, but their contributions are not as beneficial to the corporation.

High-level normative commitment employees believe they are obligated to stay with the company (Radosavljević et al., 2017). This sense of duty to stay with the organization can arise from organizational orientation, where powerful individuals in the workplace can exert significant

pressure on the employee to feel a moral obligation to the organization, or from the internalization of normative pressures on the individual to approach the organization itself (family or cultural reasons).

Leaders in the organization have an important role to play in developing the needed organizational commitment. Tjosvold, et al. (1998) maintain that "the three possible ways to enhance organizational commitment are to focus on: the employees' need for fulfilment; their self-esteem; and social support".

- *Job fatigue*

According to Jackson et al. (1987), each aspect of fatigue is significantly related to organizational commitment, and high levels of fatigue would be associated with lower commitment. Work fatigue is a symptom marked by a decrease in work efficiency and resilience (Sciences, 2016). Job fatigue is the condition of the body of an individual or employee who experiences feelings of fatigue during or after work, so that it can reduce employee performance and productivity. Others found that fatigue at work was substantially connected with organizational commitment (Peng et al., 2013; Houkes et al., 2001).

- *Work-family conflict*

Conflict between work and family roles can occur for both women and men. Problems will arise when these roles demand attention at the same time, perhaps even disturbing the peace of the family and work environments. A person who works and has a family has two equally important roles: at work, he is required to be professional in achieving company goals, while in the family, he has the responsibility and obligation to take care of his household. Carrying out these two roles at once is not easy, so in their implementation there will be a clash of responsibilities between work and family. (Whitener, 2001).

According to studies, it is widely recognized that conflict can happen at work and then enter the home (work-family conflict) or at home and then enter the workplace (family-work conflict) (Eby, Casper, Lockwood, Bordeaux & Brinley, 2005). Work-family conflict is indicated by three factors: time-based conflict, strain-based conflict, and behavior-based conflict (Slan-Jerusalim & Chen, 2009). Conflict that

is time-based is defined as one brought on by long workdays and overtime (Chen, 2010). Conflict that is strained-based results from physical tiredness, melancholy, and irritation (Greenhaus et al. 1989). Conflict that is based on conduct arises when the behavioral expectations of two roles—for example, the position of a mother and a worker—are conflicting.

- *Workload*

Employee loyalty and organizational outcomes are negatively impacted by excessive mental strain, work stress, and fatigue. Because low performance and productivity brought on by work-related problems frequently have a serious negative impact on employees' welfare, academics and business professionals are paying more attention to mental stress. In a work setting where people and machines interact, evaluation of productivity and mental workload is very important. The importance of the human aspect is essential for sustaining high performance throughout time. It's critical to assess employees' mental workloads after a set period of time in order to lower unanticipated dangers related to human activities. Time constraints, multitasking, and haste not only increase mental workload but also lead to depression and loss of employment.

- *Hypothesis*

Work-family conflict occurs when employees experience a clash or conflict as a result of the pressures of work roles from the company and family roles. The conflict will overlap because the time spent fulfilling work demands reduces time for family and vice versa. As a result, there is pressure from conflicting work roles and family roles. This can cause employees to hesitate to keep their jobs and affect employee commitment to the company.

*H<sub>1</sub>: Work-family conflict negatively affects organizational commitment.*

Heavy and difficult task demands can result in an excessive workload. The workload assigned to each employee should be proportionate to their ability and capacity to work, ensuring that each employee's work is of the highest quality. If the number of tasks is not proportional to physical abilities as well as expertise and available time, it will become an obstacle for

employees. If employees experience excessive demands or workloads, their commitment to the company will be threatened due to the impact of employee discomfort on the company.

*H<sub>2</sub>: Workload has a negative effect on organizational commitment.*

Job fatigue is the impact of the high capacity of work owned by employees, causing high levels of stress and causing emotional fatigue, and mental fatigue at work. This behavior will be shown by work that is not optimal, often violates regulations, high levels of absence from work, and so on. This phenomenon results in low employee commitment to the environment or company. When employee fatigue is high and they have a tired attitude, no longer obeying organizational rules, it is a sign of low employee commitment. As a result of their high level of fatigue, employees' commitment to the company will be low, and vice versa.

*H<sub>3</sub>: Job fatigue negatively affects organizational commitment.*

Employees who have more than one role outside the company make it easier to bring conflict into a job. When employees bring conflict into the workplace, it can make work more complicated and demanding, leading to fatigue and a decrease in employee commitment to the organization. If work-family conflict experienced by employees increases, job fatigue also increases, which will then have an impact on employee commitments to the organization.

*H<sub>4</sub>: Work-family conflict affects organizational commitment through job fatigue.*

Workload is defined as a work activity that requires the use of all organs of the body to meet the demands of the job, both physically and mentally. If there is an excessive workload, it will cause employees to experience fatigue, which will certainly affect organizational commitment. If the workload experienced by employees reaches the maximum limit of each employee, it will cause fatigue, and it is undeniable that employees will hesitate to remain in the company.

*H<sub>5</sub>: Workload affects organizational commitment through job fatigue.*

III. RESEARCHOBJECTIVES

- 1) to analysis the effect of work-family conflict on organizational commitment among production employees of a cigarette factory.
- 2) to analysis the impact of workload on organizational commitment among production employees of a cigarette factory.
- 3) to analysis the effect of job fatigue on organizational commitment among production employees of a cigarette factory
- 4) to analysis the effect of work-family conflict on organizational commitment among production employees of a cigarette factory, with job fatigue as an intervening variable.
- 5) to analysis the effect of workload on organizational commitment among production employees of a cigarette factory, with job fatigue as an intervening variable.

IV. RESEARCHMETHODOLOGY

1. This research will be descriptive and this research will be based on primary data and secondary data. Primary data will collect through questionnaires distributed to all employees of the cigarette factory production section and secondary data will collect through research papers and journals.
2. Population – all production employees of a cigarette factory.
3. Sampling size –Sample size is 150 production employees.
4. Scale ranges -The scale ranges from (1= strongly disagree 2= disagree 3= neutral 4= agree 5= strongly agree).

V. DATA ANALYSIS

The data analyzed in this study is based on a research instrument (questionnaire) that was distributed to 150 respondents. A total of 109 respondents have completed and returned their questionnaires, so the response rate in data collection is 72.6%.

The data is divided into two parts: the first is the demographic profile, and the second is their responses to work-family conflict, workload, and job burnout on organizational commitment by answering a 5-point scale and categorical questions.

Table 3.1. Direct Path Coefficient

	t-coefficient	p- value
X1 → Y <sup>(a)</sup>	2,148	0,032
X2 → Y <sup>(b)</sup>	4,385	0,000
Y → Z <sup>(c)</sup>	0,806	0,420

Values (a) and (b) are significant, value (c) is not significant. The test results with bootstrapping from PLS analysis are as follows:

- The table shows the direct effect of work-family conflict on organizational commitment. It was concluded that work-family conflict has a positive effect on organizational commitment. Then H1 is accepted.
- The table shows the direct effect of workload on organizational commitment. It has been concluded that workload has a positive effect on organizational commitment. Hence, H2 is accepted.
- The table shows the direct effect of work burnout on organizational commitment. Work burnout is found to have a negative impact on organizational commitments. Hence, H3 is rejected.

Table 3.2. Indirect Path Coefficient

Variable influence	t-coefficient	p- value
X1 →Z →Y <sup>(a)</sup>	0,765	0,445
X2 →Z →Y <sup>(b)</sup>	4,385	0,445

The values of (a) and (b) are not significant. The test results with bootstrapping from the PLS analysis are as follows:

- The table shows the direct effect of work-family conflict on organizational commitment through job burnout. It is concluded that work-family conflict negatively affects organizational commitments through job burnout, an intervening variable. Hence, H4 is rejected. The table shows

the direct effect of workload on organizational commitment through job fatigue.

- The table shows the direct effect of workload on organizational commitment through job burnout. It is concluded that workload negatively affects organizational commitment through job fatigue, an intervening variable. Hence, H5 is rejected.

## VI. FINDINGS

Married employees, both women and men, tend to have two roles: a workplace role and a family role. At work, they are required to complete their duties. Busy with work, on the other hand, they have less time to spend with their family. Despite this conflict, employees can still fulfill their obligations. Evident from the respondent data, the majority of employees have worked for over five years, which means that despite experiencing a lot of work-family conflict, the employees remain committed to the company. Work-family conflict is often considered a detrimental thing, even though work-family conflict in organizations is also needed so that employees can be responsible with their assigned tasks.

According to the role theory proposed by Ahmad and Taylor (2009), when the behavior expected by individuals is inconsistent, they can suffer stress, depression, and feelings of dissatisfaction, and their performance will be less effective if these expectations contain conflicts. So, it can be said that work-family conflict can have a negative influence on a person's way of thinking. In other words, role conflict can decrease one's level of commitment to independence. Employees who have high organizational commitment show a positive perception of the workload, consider it a work challenge, and are motivated to work better for themselves and the company. Workload is the sum of a demand for tasks or activities that require mental activity and physical strength and must be completed within a certain period of time. Descriptive results show that employees who are more than 40 years old and have more than five years of service more likely to have a positive perception of their workload. Descriptive results show that employees who are over 40 years old and have more than five years of service had different workloads and targets, but employees still have high motivation, showing maximum

performance to meet work challenges so that it does not affect commitment to the organization.

The higher the level of fatigue at work, the lower the sense of organizational commitment of employees to their company. The sense of attachment to the company becomes weak, triggered by fatigue both physically and mentally. If the corporate system is good, employees can give everything to the company, but fatigue will cause employees to change, so that their sense of commitment to the company decreases. This makes employees feel that they are no longer on the same page with where they work. If the company system is good, employees can give everything to the company, but fatigue will cause employees to change, resulting in substandard performance or a decrease in employee commitment to the organization.

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