


The Influence of Work Stress, Role Conflict and Emotional Exhaustion on Organizational Commitment at PT. Vinsia Bingkai Medan

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Article Info	ABSTRACT
Keywords: Job Stress Role Conflict Organizational Commitment Emotional Exhaustion	This study aims to analyze the effect of work stress, role conflict, and emotional exhaustion on organizational commitment at PT. Vinsia Bingkai, Medan. The method used in this study is multiple linear regression analysis involving 102 respondents. The results of the study indicate that work stress and role conflict have a positive and significant effect on organizational commitment, with significance values of 0.048 and 0.036, respectively. On the other hand, emotional exhaustion does not show a significant effect on organizational commitment, with a significance value of 0.494. This study concludes that management needs to pay attention to work stress and role conflict factors to increase employee commitment, while emotional exhaustion needs to be managed so as not to interfere with employee performance. These findings are expected to provide insight for management in formulating better strategies to increase organizational commitment in the company.
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INTRODUCTION

Human resources are the main driver of the smooth running of the organization in achieving and realizing the goals and objectives set. Employees are one of the determining factors for success in a company. If the company's strategic plan has been well-formulated but those who implement it are not optimal, then the goal will not be achieved. For that, the company must be able to pay attention to every detail that can trigger failure. In addition to creating a comfortable work environment that is beneficial for physical conditions, the psychological condition of employees must also be maintained so that employees are able to produce maximum performance.

Organizational commitment is one of the key factors that influence the performance and success of a company. According to Sopiah (2018), organizational commitment is a psychological bond that employees have, which is characterized by strong belief and acceptance of the goals and values of the organization, as well as a willingness to work

hard to achieve the interests of the organization. In the context of PT. Vinsia Bingkai, which is engaged in making frames, employees play an important role in achieving maximum performance through optimal service to customers.

However, in a dynamic and stressful work environment, employees often face various challenges, such as work stress, role conflict, and emotional exhaustion. Work stress can arise from excessive workload, high demands, and lack of support from management. Role conflict occurs when employees feel pressured to carry out more than one role, which can cause discomfort and reduce commitment to the organization. Meanwhile, emotional exhaustion is an individual's response to prolonged emotional stress, which can affect employee motivation and performance.

This study aims to analyze the influence of work stress, role conflict, and emotional exhaustion on organizational commitment at PT. Vinsia Bingkai Medan. By understanding the relationship between these factors, it is hoped that management can formulate more effective strategies to improve employee commitment and, ultimately, organizational performance.

METHOD

Organizational Commitment

According to Sopiah (2018), organizational commitment is a psychological bond within employees that is characterized by strong belief and acceptance of the goals and values of the organization, a willingness to work hard to achieve the interests of the organization and a desire to maintain a position as a member of the organization.

Job Stress

The Handoko (2018), states that work stress is a condition of tension that affects a person's thinking process, emotions, and condition, the result of excessive stress can threaten a person's ability to face the environment and ultimately interfere with the implementation of his duties. Meanwhile, Sasono (2014), argues that work stress is a condition where a person faces a task or job that cannot or has not been reached by his abilities.

Role Conflict

Robbins (2018: 54), defines conflict as a process that begins when one party perceives that another party has negatively affected, or will negatively affect, something that is of concern and interest to the first party. According to Luthans (2016: 127), a person will experience role conflict if he has two or more roles that must be carried out at the same time.

Emotional Exhaustion

Emotional exhaustion is the emergence of a feeling of extreme tiredness in an individual that is directly related to the individual's internal feelings which are characterized by the emergence of feelings of helplessness or excessive depression accompanied by a drastic reduction in emotional control sources, such as feelings of frustration, despair, sadness, helplessness, stress about work and feeling constrained by tasks at work so that a person feels unable to provide psychological services (Maslach and Laiter, 2017).

Research methods

In order to determine the influence or relationship between independent variables (work stress, role conflict and emotional exhaustion) and dependent variables (organizational commitment), the multiple linear regression method will be used and data analysis will also use SPSS, the formula is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

RESULTS AND DISCUSSION

Data Quality Test

Data Validity Test

Table 1. Results of Validity Test of Variable Y (Organizational Commitment)

Statement	rhitung	rtable	Validity
Item 1	0.752	0.196	Valid
Item 2	0.702	0.196	Valid
Item 3	0.790	0.196	Valid
Item 4	0.505	0.196	Valid
Item 5	0.440	0.196	Valid
Item 6	0.531	0.196	Valid
Article 7	0.761	0.196	Valid
Article 8	0.700	0.196	Valid
Article 9	0.787	0.196	Valid

Table 2. Results of Validity Test of Variable X1 (Job Stress)

Statement	rhitung	rtable	Validity
Item 1	0.496	0.196	Valid
Item 2	0.591	0.196	Valid
Item 3	0.466	0.196	Valid
Item 4	0.381	0.196	Valid
Item 5	0.467	0.196	Valid
Item 6	0.448	0.196	Valid
Article 7	0.382	0.196	Valid
Article 8	0.358	0.196	Valid
Article 9	0.365	0.196	Valid
Article 10	0.424	0.196	Valid
Article 11	0.531	0.196	Valid
Article 12	0.476	0.196	Valid
Article 13	0.464	0.196	Valid
Article 14	0.398	0.196	Valid
Article 15	0.470	0.196	Valid

Table 3. Results of Validity Test of Variable X2 (Role Conflict)

Statement	rhitung	rtable	Validity
Item 1	0.563	0.196	Valid
Item 2	0.512	0.196	Valid
Item 3	0.509	0.196	Valid
Item 4	0.615	0.196	Valid
Item 5	0.471	0.196	Valid
Item 6	0.507	0.196	Valid
Article 7	0.624	0.196	Valid
Article 8	0.608	0.196	Valid
Article 9	0.534	0.196	Valid

Table 4. Results of Validity Test of Variable X3 (Emotional Exhaustion)

Statement	rhitung	rtable	Validity
Item 1	0.629	0.196	Valid
Item 2	0.617	0.196	Valid
Item 3	0.669	0.196	Valid
Item 4	0.501	0.196	Valid
Item 5	0.612	0.196	Valid
Item 6	0.624	0.196	Valid
Article 7	0.662	0.196	Valid
Article 8	0.666	0.196	Valid
Article 9	0.624	0.196	Valid
Article 10	0.649	0.196	Valid
Article 11	0.626	0.196	Valid
Article 12	0.549	0.196	Valid
Article 13	0.582	0.196	Valid
Article 14	0.624	0.196	Valid
Article 15	0.629	0.196	Valid
Article 16	0.644	0.196	Valid

In the table it can be seen that the correlation between each indicator/item for the variables of work stress, role conflict, emotional exhaustion and organizational commitment with $n = 102$ with a confidence level of 95% (0.196). So it can be concluded that each indicator/question item in this research variable is valid.

Data Reliability Test

Table 5. Variable Reliability Test Results

Variables	Number of Questions	Cronbach's Alpha	Information
Job Stress (X1)	15	0.829	Reliable
Role Conflict (X2)	9	0.839	Reliable
Emotional Exhaustion	16	0.920	Reliable

(X3)			
Organizational Commitment (Y)	9	0.898	Reliable

In the reliability test, the Cronbach's Alpha value must be greater than 0.60, so the research instrument can be said to be reliable. From the conclusion that the Cronbach's Alpha value > 0.60 means that the instrument is reliable.

Classical Assumption Test Results

Data Normality Testing

Table 6. Kolmogorov Smirnov Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		102
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	7.57139928
Most Extreme Differences	Absolute	,133
	Positive	,068
	Negative	-,133
Test Statistics		,133
Asymp. Sig. (2-tailed)		,051c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Based on the results of the normality test with Kolmogorov-Smirnov, the Asymp. Sig value of 0.051 is greater than 0.05, so it can be concluded that the data is normally distributed.

Multicollinearity Testing

Table 7. Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
1 Work stress	.912	1,097
2 Role conflict	.861	1.161
3 Emotional exhaustion	.816	1.225

a. Dependent Variable: organizational commitment

Based on the table above, it can be seen that the VIF value of work stress, role conflict and emotional exhaustion is smaller or below 10 (VIF <10), this means that there is no multicollinearity between the independent variables in the regression model. The Tolerance value of work stress, role conflict and emotional exhaustion is greater than 0.1, this means that there is no multicollinearity between the independent variables in the regression model.

Heteroscedasticity Testing

Table 8. Glejser Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8,312	3,299		2,519	,013
Job Stress	,000	,044	,000	-,005	,996
Role Conflict	-,081	,072	-,120	1,113	,269
Emotional Exhaustion	,021	,034	,067	,604	,547

a. Dependent Variable: Abs_Res

Based on the Table, it is known that the significance value (Sig.) for the work stress variable (X1) is 0.996, the significance value (Sig.) for the role conflict variable (X2) is 0.269 and the significance value (Sig.) for the emotional exhaustion variable (X3) is 0.547. Because the three variables of the significance value of the variables above are greater than 0.05, then according to the basis for decision making in the Glejser test, it can be concluded that there is no symptom of heteroscedasticity in the regression model.

Multiple Linear Regression Test Results

Table 9. Multiple Linear Regression Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8,090	6,609		1,224	,224
Job Stress	,177	,088	,198	2,004	,048
Role Conflict	,308	,145	,216	2,122	,036
Emotional Exhaustion	,047	,068	,072	,686	,494

a. Dependent Variable: Organizational Commitment

$$Y = 8.090 + 0.177 X1 + 0.308 X2 + 0.047 X3$$

1. a = 8.090 or regression constant, which means if there is an independent value of the variables X1 (work stress), X2 (role conflict) and X3 (emotional exhaustion). In

this case if X1, X2, and X3 are equal to 0 (zero) then organizational commitment will increase by 8.090.

2. $b_1 = 0.177$ for the independent variable X1 (work stress) which is positive indicates that an increase in work stress by 1 unit will increase organizational commitment by 0.177 units.
3. $b_2 = 0.308$ for the independent variable X2 (role conflict) which is positive indicates that an increase in role conflict by 1 unit will increase organizational commitment by 0.308 units.
4. $b_3 = 0.047$ for the independent variable X3 (emotional exhaustion) which is positive indicates that an increase in emotional exhaustion by 1 unit will increase organizational commitment by 0.047 units.

Model Feasibility Test (F Test)

Table 10. F Test Results
ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	832,820	3	277,607	4,699	,004b
	Residual	5789,935	98	59,081		
Total		6622,755	101			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Emotional Exhaustion, Job Stress, Role Conflict

From the ANOVA test or F test, the F count was obtained at 4.699 with a significance level of 0.004. So $F \text{ count} > F \text{ table}$ ($4.699 > 2.70$) or $\text{sig } F < 5\%$ ($0.004 < 0.05$). This means that simultaneously the variables of work stress, role conflict and emotional exhaustion have a significant effect on organizational commitment, so it is concluded that the research hypothesis is proven.

Coefficient of Determination

Table 11. Results of Determination Coefficient Test
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,355a	,126	,099	7.68641

a. Predictors: (Constant), Emotional exhaustion, Work stress, Role conflict

b. Dependent Variable: Organizational commitment

From the table above, the R Square is 0.126. This means that 12.6% of organizational commitment (Y) is influenced by X1 (work stress), X2 (role conflict), and X3 (emotional exhaustion) simultaneously and the remaining 87.4% is determined by other variables outside this research model such as incentives, social security, training.

Hypothesis Test Results

**Table 12. t-Test Results
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8,090	6,609		1,224	,224
Job Stress	,177	,088	,198	2,004	,048
Role Conflict	,308	,145	,216	2,122	,036
Emotional Exhaustion	,047	,068	,072	,686	,494

a. Dependent Variable: Organizational Commitment

The t-table value with degrees of freedom $102 - 3 = 99$ and a real level of 5% is 1.985. The t-value for X1 ($2.004 > 1.985$) and Sig ($0.048 < 0.05$), then work stress has a positive and significant effect on organizational commitment. For the t-value for X2 ($2.122 > 1.985$) and Sig ($0.036 < 0.05$), then role conflict has a positive and significant effect on organizational commitment. For the t-value for X3 ($0.686 < 1.985$) and Sig ($0.494 < 0.05$), then emotional exhaustion has no significant effect on organizational commitment.

Discussion

The Influence of Work Stress on Organizational Commitment

From the results of the research conducted, it was found that work stress has a significant effect on organizational commitment at PT. Vinsia Bingkai Medan. Work stress that occurs in employees if not immediately addressed can have an impact on behavior that is not expected by the organization, such as decreased employee motivation and decreased organizational commitment of employees (Anuari, et al. 2017). Organizational commitment describes the extent to which a person identifies with their organization and their willingness to remain in their organization (Wibowo, et al. 2015). Rulestari and Eryanto (2013) stated that the impact of work stress is an organizational problem that includes decreased levels of job satisfaction, decreased commitment and loyalty of employees to the organization, which will result in decreased work productivity, increased absenteeism and increased turnover. These results are in line with the results of research conducted by Rulestri and Eryanto (2013), Prasetya and Sudibjo (2016), Nursyamsi (2012), stated that there is a positive relationship between work stress and organizational commitment, employees who have low work stress will have implications for their high organizational commitment.

The Influence of Role Conflict on Organizational Commitment

From the results of the research conducted, it was found that role conflict has a positive and significant effect on organizational commitment at PT. Vinsia Bingkai Medan. Role conflict is

one of the conflicts that occur in the workplace where someone feels pressured because they are in or playing more than one role. Role conflict is one of the psychological symptoms experienced by employees that causes feelings of discomfort while working and can reduce the level of organizational commitment of the employee in the company (Iresa, et al. 2015). Rulestari and Eryanto (2013) stated that employees who experience role conflict will have a negative impact on the employee's behavior itself such as decreased performance, decreased organizational commitment, decreased job satisfaction, increased job turnover and the emergence of tension at work. Saraswati et al. (2014) stated that individuals who experience role conflict will easily experience anxiety, dissatisfaction and ineffectiveness in doing work compared to other individuals. Likewise, the results of research conducted by Silvia and Yuniawan (2017), Nurlinawaty (2019) that there is a positive correlation between role conflict and organizational commitment. So it can be concluded that role conflict has a positive and significant effect on organizational commitment. This result is in line with the results of research conducted by Sudaryatun, Wiji (2017) The results of his research showed that work conflict has a positive and significant influence on organizational commitment.

The Impact of Emotional Exhaustion on Organizational Commitment

From the results of the research conducted, it was found that emotional exhaustion had no significant effect on organizational commitment at PT. Vinsia Bingkai Medan. Emotional exhaustion is an individual's response to fatigue experienced outside the norm in employee relationships due to strong emotional drives (Maslach and Jackson, 2013). Emotional exhaustion is the beginning of a personality decline that encourages the return of feelings of lack of self-confidence in an employee so that it has an impact on the employee's organizational commitment to the organization (Kusriyani, 2016). The higher the emotional exhaustion faced by employees, the lower the employee's commitment to the organization due to the fatigue they experience. Conversely, the lower the emotional exhaustion faced by employees, the higher the employee's commitment to the organization due to the low fatigue felt by employees. This result is not in line with the results of research conducted by Mujiatun et al. (2019) which showed that emotional exhaustion has a positive and significant effect on organizational commitment.

The Influence of Work Stress, Role Conflict and Emotional Exhaustion on Organizational Commitment

From the results of the research conducted, it was found that work stress, role conflict and emotional exhaustion have a significant effect on organizational commitment at PT. Vinsia Bingkai Medan. Work stress that occurs in employees if not immediately addressed can have an impact on behavior that is not expected by the organization, such as decreased employee motivation and decreased organizational commitment of employees (Anuari, et al. 2017). Role conflict is one of the conflicts that occurs in the workplace where someone feels pressured because they are in or playing more than one role. Role conflict is one of the psychological symptoms experienced by employees that causes feelings of discomfort at work and can reduce the level of organizational commitment of the employee in the company (Iresa, et al. 2015). Emotional exhaustion is an individual's response to fatigue

experienced outside the norm in employee relationships due to strong emotional drives (Maslach and Jackson, 2013). The higher the emotional exhaustion faced by employees, the lower the employee's commitment to the organization due to the exhaustion they experience. Conversely, the lower the emotional exhaustion faced by employees, the higher the employee's commitment to the organization due to the low exhaustion felt by employees. Organizational commitment describes the extent to which a person identifies with his/her organization and his/her willingness to remain in the organization (Wibowo, et al. 2015). These results are in line with the results of research conducted by Prasetya and Sudibjo (2016), Nursyamsi (2012), stated that there is a positive relationship between work stress, role conflict and emotional exhaustion on organizational commitment, employees who have low work stress, role conflict and emotional exhaustion will have implications for their high organizational commitment.

CONCLUSION

This study concludes that work stress and role conflict have a positive and significant effect on organizational commitment at PT. Vinsia Bingkai Medan, indicating that the higher the level of stress and conflict experienced by employees, the higher their commitment to the organization. On the other hand, emotional exhaustion did not show a significant effect on organizational commitment, meaning that even though employees experience emotional exhaustion, it does not directly affect their level of commitment. Overall, the three variables contributed 12.6% to organizational commitment, while 87.4% was influenced by other factors not studied, such as incentives and training. Therefore, management is advised to pay more attention to work stress and role conflict in an effort to improve employee commitment, as well as identify other factors that can affect organizational commitment.

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