

THE INFLUENCE OF WORKLOAD AND MOTIVATION ON ORGANIZATIONAL COMMITMENT AMONG NON-CIVIL SERVANT EMPLOYEES AT THE DEPARTMENT OF INDUSTRY AND MANPOWER OF SURABAYA CITY

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Abstract. The role of non-civil servant (non-ASN) employees has become increasingly vital in line with improvements and growing complexity in public services. However, non-ASN employees in Indonesia often face various challenges, such as uncertain employment status and high workloads. These issues can pragmatically influence employees' loyalty and attachment to the organization, particularly for non-ASN employees within the Department of Industry and Manpower in Surabaya. This study aims to examine the influence of workload and motivation on organizational commitment among non-ASN employees, using a quantitative approach. Data were collected through an online questionnaire distributed to 60 respondents and analyzed using Partial Least Squares (PLS) to derive relevant findings. The results indicate that workload has no significant effect on organizational commitment, suggesting that the amount or intensity of work assigned to employees does not directly determine their loyalty and attachment to the organization. However, motivation was found to significantly affect organizational commitment, meaning that the higher the employees' motivation, the stronger their commitment to the organization. Future research is recommended to explore mediating variables such as leadership style and organizational culture

Keywords: Workload; Motivation; Organizational commitment; Non-ASN employees.

I. INTRODUCTION

The role of non-civil servant employees (Non-ASN) in government bureaucracy has become increasingly crucial in recent times, in line with the growing complexity and expectations for efficient and responsive public services. According to data from the Ministry of Administrative and Bureaucratic Reform (PANRB, 2025), the number of Non-ASN employees in Indonesia has seen a significant surge, reaching over 2.3 million in 2024.

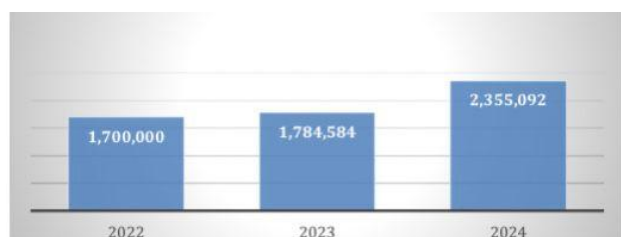


Figure 1 Number of Non-Civil Servant Employees in Indonesia from 2022 to 2024

Source : Kementerian PANRB

This phenomenon indicates that Non-Civil Servant Employees (Non-ASN) play a vital role in the operations of government institutions, including the Department of Industry and Manpower of Surabaya City, where Non-ASN employees account for approximately 60% of the total workforce. However, the actual conditions reveal a gap between the strategic role of Non-ASN employees and the fulfillment of their rights and job security that should be provided. Many Non-ASN employees face contract uncertainty, heavy workloads, and a lack of motivation due to minimal recognition and appreciation from the organization.

A preliminary survey conducted showed that the majority of employees feel undervalued, lack pride in the organization, and face uncertainty about their job future, which ultimately reduces their sense of belonging and loyalty. This is supported by a study by Wibowo et al. (2020), which found that job insecurity has a negative effect on organizational commitment among contract employees. The higher the perceived job insecurity, the lower the organizational commitment shown by contract employees.

Moreover, data from 2020 to 2024 show a declining trend in the number of employees renewing their work contracts, reflecting low organizational commitment. Low

organizational commitment has been proven to result in decreased employee loyalty (Wibowo and Santosa, 2020). In addition, Luthans (2017) also revealed that employees with low organizational commitment tend to lack loyalty to the organization and are more likely to leave their jobs when their contracts end.

Meanwhile, a high workload is also a crucial factor influencing the work dynamics of non-civil servant employees. According to the data, around 63% to 72% of employees in certain sectors work more than 8 hours per day. This clearly exceeds the provisions of the Labor Law and can lead to both physical and psychological strain if not accompanied by clear overtime compensation. A high workload, especially when not supported by adequate assistance, will reduce employees' motivation and commitment (Sari, 2018). This imbalance in workload triggers mental and physical stress, which in turn negatively affects employee motivation and organizational commitment. This is supported by the research of Utami and Santoso (2020), who state that an increase in workload without a corresponding increase in resources and organizational support leads to work-related stress, ultimately resulting in decreased motivation and performance. The study by Setiawan et al. (2020) also affirms that a high workload has a negative impact on organizational commitment, as employees tend to feel stressed and lose the motivation to contribute optimally.

Work motivation is also a key element in shaping employees' commitment to the organization. Unfortunately, pre-survey results indicate that the motivation of non-civil servant employees at the Department of Industry and Manpower in Surabaya is relatively low. On average, respondents felt underappreciated, rarely received recognition from their superiors, and had limited career development opportunities. Yet, the literature shows that recognition, responsibility, and opportunities for career advancement are major driving factors of motivation, which directly affect organizational commitment. Lestari (2021) states that high work motivation encourages optimal contribution and enhances employee engagement. Gondokusumo and Sutanto (2015) assert that motivation and job satisfaction significantly influence organizational commitment. Mustakim and Yurnalis (2020) also support this finding, stating that work motivation has both direct and indirect effects on commitment and employee engagement through job satisfaction.

However, previous research still shows inconsistencies. Purwanti (2019) found that excessive workload does not have a significant effect on organizational commitment. This indicates that there is still room for further research on the relationship between workload, motivation, and organizational commitment in a more specific context.

Several previous studies have examined the relationship between workload, motivation, and organizational commitment. For instance, a study by Garcia et al. (2022) on the manufacturing sector found that both workload and motivation have a significant influence on organizational commitment. Similarly, Maufuzah et al. (2022) found that workload and entrepreneurial motivation have a positive and significant effect on organizational commitment. In the study by Ibrahim et al. (2022), their findings showed that a moderate workload has a positive impact on work motivation, which in turn enhances organizational commitment. However,

according to observations by Nuraini (2019), a high workload was found to have a negative impact on organizational commitment. Ningsih (2020) analyzed the influence of workload and work motivation on the organizational commitment of public administration employees. The results showed that a high workload is negatively related to motivation, and motivation plays a significant mediating role in improving organizational commitment. Based on this background, the objective of this study is to analyze the influence of workload and motivation on organizational commitment among Non-Civil Servant Employees at the Department of Industry and Manpower in Surabaya. This study is expected to contribute to the development of public sector human resource management strategies aimed at enhancing the loyalty and performance of Non-Civil Servant Employees.

Workload

Workload is an important concept in human resource management, referring to the amount of tasks or responsibilities that must be completed by an individual or organizational unit within a certain period of time. Rohman and Ichsan (2021) state that workload is a collection or number of activities that must be completed by an organizational unit or position holder within a specific time frame. Meanwhile, Robbins and Judge (2018) define workload as the amount of tasks or responsibilities that an individual must complete within a given time period. According to Rahman and Puspitasari (2021), workload is the amount of tasks or responsibilities perceived by employees based on organizational demands. They emphasize that workload should align with the individual's capacity and capabilities. Tarwaka (2017) explains that workload can be measured through three main dimensions: task demands, effort, and performance. When work demands exceed an individual's capacity, it can lead to fatigue, stress, and a decline in organizational engagement.

Motivation

Motivation is an internal or external drive that directs an individual's behavior toward achieving specific goals (Herzberg, 1966). Herzberg distinguishes between two types of motivational factors: hygiene factors (such as salary and working conditions) and motivator factors (such as responsibility, recognition, and self-development). High motivation can enhance employee engagement and loyalty to the organization. Both intrinsic and extrinsic motivation can significantly influence organizational commitment among public sector employees. Intrinsic motivation, such as a sense of satisfaction from achievement, increases emotional attachment to the organization. Employees with high work motivation tend to exhibit a higher level of organizational commitment (Wulandari & Lestari, 2021). Research by Purnowo (2021) explicitly used Herzberg's theory to measure the dimensions of work motivation within organizations, using indicators such as recognition, work itself, achievement, responsibility, and advancement. The study found that Herzberg's motivator factors significantly contribute to increasing employee engagement and organizational commitment in the public sector.

organizational commitment

Organizational commitment is the relative strength of an individual's identification with and involvement in a particular organization. It is characterized by a strong belief in maintaining membership within the organization. Commitment is expressed through employees' willingness to work effectively in an organization with the intention of maintaining their relationship with it (Hanaysha, 2016). According to Nikpour (2017), organizational commitment encompasses the extent to which individuals feel devoted to the organization. Organizational commitment is defined as the degree of recognition and involvement an individual has with the organization. It refers to an individual's emotional attachment, identification, and loyalty to the organization (Meyer & Allen, 1991). Tanjung (2019) stated that organizational commitment consists of three main dimensions: affective commitment (emotional attachment), continuance commitment (reluctance to leave due to associated costs), and normative commitment (a moral obligation to stay).

II. RESEARCH METHODS

This study is a quantitative research with an associative approach, aiming to analyze the influence of the independent variables, namely workload and motivation, on the dependent variable, which is organizational commitment among non-civil servant employees at the Department of Industry and Manpower in Surabaya. Data collection was carried out using a Likert-scale questionnaire distributed online to the entire population of non-civil servant employees, totaling 60 individuals, through a saturated sampling technique. The type of data used is primary data, which was collected directly from the respondents. Furthermore, the data was analyzed using the Partial Least Squares (PLS) method with the assistance of SmartPLS software, which includes testing the outer model (indicator validity and reliability) and the inner model (significance test of the paths between latent variables) to determine the extent to which workload and motivation influence organizational commitment.

III. RESULT AND DISCUSSION

This study aims to examine the influence of workload and motivation on organizational commitment among non-civil servant employees at the Department of Industry and Manpower in Surabaya. The analysis was conducted using a path analysis approach based on Structural Equation Modeling (SEM), utilizing SmartPLS as the analytical tool.

a. Measurement Model Analysis (Outer Model)

In the measurement model known as the outer model, latent variables and indicators are determined, where each indicator represents or connects the relevant latent variable (Juliandi, 2018)

Table 1. Respondent Characteristics

Validity Instrument

Characteristics	Number (Respondents)	Percentage (%)
Gender		
Male	40	67%
Female	20	33%
Age		
<25 years	5	8%
25-35 years	26	43%
>35 years	29	49%
Length of Employment		
1-5 years	17	28%
6-10 years	27	45%
11-20 years	15	25%
>21 years	1	2%
Last Education Level		
Senior High School/Vocational (SMA/SMK)	14	23%
Diploma IV/Bachelor's Degree (D4/S1)	46	77%

Source: Processed Primary Data, 2025

Validity Instrument

Tabel 2. Average Variance Extracted (AVE)

VARIABEL	Average Variance Extracted (AVE)
BEBAN KERJA (X1)	0.716
MOTIVASI (X2)	0.708
KOMITMEN ORGANISASIONAL	0.865

Source: Processed Primary Data, 2025

As shown in Table 2, It can be seen that the outer loading values of all indicators are greater than 0.5, indicating that all indicators used to measure the variables X1, X2, and Y are valid and can be used. All indicators are considered valid and meet the criteria for convergent validity.

Reliability Instrument

Table 3. Construct Reability and Validity

VARIABEL	Cronbach's Alpha	rho_A	Composite Reliability
BEBAN KERJA (X1)	0.802	0.804	0.883
MOTIVASI (X2)	0.896	0.909	0.924
KOMITMEN ORGANISASIONAL (Y)	0.922	0.926	0.951

Source: PLS Data Processing, 2025

Based on the test results presented in Table 3, all indicators used in this study show values greater than 0.70, thus it can be concluded that all variables used in this study have met the reliability criteria.

b. Test the Inner Model

R Square

Table IV. R-Square

VARIABEL	R-Square
KOMITMEN ORGANISASIONAL (Y)	0.814

Source: Processed Primary Data, 2025

Based on the test results, the Organizational Commitment variable (Y) has an R-Square value of 0.814. This means that the ability of the Workload (X1) and Motivation (X2) variables to jointly explain the Organizational Commitment variable (Y) is 81.4%, while the remaining 18.6% is explained by other variables not included in this study. Since the R-Square value of 0.814 is higher than 0.75, the model is categorized as having a very strong level of influence.

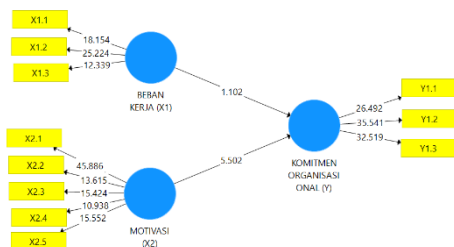


Figure 2. Inner Model

Source: Processed Primary Data, 2025

Based on Figure 4.2, indicator X1.2 in the workload variable has the highest value of 25.224, indicating the greatest contribution in shaping respondents' perceptions of workload, where employees feel capable of planning their work to achieve targets. Indicator X2.1 in the motivation variable has the highest value of 45.886, reflecting the strongest influence in shaping motivation, as employees feel they receive proper recognition for successfully completing tasks. Meanwhile, indicator Y1.2 in the organizational commitment variable shows the highest value of 35.541, indicating a very strong influence on employees' perception of commitment, where they feel that their current job encourages them to remain with the organization.

Hypothesis Test Analysis

Tabel 4. Inner Model Path Coefficients (Mean, STDEV, T-Values) Source: Processed Primary Data, 2025

VARIABEL	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Value
BEBAN KERJA (X1) -> KOMITMEN ORGANISASIOAL (Y)	0.098	0.119	0.171	0.572	0.568
MOTIVASI (X2) -> KOMITMEN ORGANISASIOAL (Y)	0.813	0.800	0.165	4.939	0.000

Workload does not have a significant influence on organizational commitment, as the path coefficient shows a T-Statistic value of 0.580, which is below the significance threshold (>1.96), and a P-Value of 0.572, which is greater than 0.05. Therefore, it can be concluded that workload does not have a significant effect on organizational commitment in this study. Motivation has a positive influence on Organizational Commitment, as indicated by the path coefficient showing a T-Statistic of 4.939, which exceeds the significance threshold (>1.96), and a P-value of 0.000 or <0.05 . These results indicate that the effect of Motivation on Organizational Commitment in this study is statistically significant and positive.

The Influence of Workload on Organizational Commitment

The analysis results indicate that workload does not have a significant effect on organizational commitment. The initial hypothesis is not supported, as the level of workload experienced by non-civil servant employees at the Department of Industry and Manpower in Surabaya does not determine their level of commitment to the organization. Although employees feel capable of completing their tasks within the given deadlines, this does not directly enhance their commitment. Employees tend to view workload as manageable as long as proper planning is in place. This finding aligns with the studies of Adriani and Putri (2021), as well as Rahmawati and Prihatin (2017), which suggest that other factors such as leadership, organizational culture, and interpersonal relationships have a greater influence on commitment than workload.

The continuance commitment approach explains that employees remain committed due to rational considerations such as economic needs or limited job alternatives, rather than workload itself. Meyer and Allen's (1997) theory also emphasizes that commitment is more influenced by affective, normative, and continuance factors, rather than solely by working conditions. These results are supported by Mei Ie et al. (2022) and Fernando et al. (2022), who found that workplace comfort and interpersonal relationships have a greater impact on commitment. However, these findings contrast with the studies of Utami et al. (2019) and Sutrisno (2022), which state that workload can enhance commitment if it is perceived as challenging and relevant to the employees' competencies.

The Influence of Financial Technology on Financial Satisfaction

The results of testing and data analysis show that motivation has a significant effect on organizational commitment. This confirms that the initial hypothesis is accepted: the higher the motivation of non-civil servant employees at the Department of Industry and Manpower in Surabaya, the higher their commitment to the organization. Motivation plays a crucial role as it addresses the psychological aspects of employees, both material and non-material, such as the need for recognition, achievement, and self-development.

Motivation emerged as a dominant factor in this study, indicated by the high number of positive responses from employees who felt their motivational needs had been

fulfilled. Employees demonstrated work discipline and responsibility as a form of intrinsic motivation that fosters loyalty and commitment to the organization. This finding aligns with Herzberg's Two-Factor Theory, which distinguishes between motivators (such as recognition and achievement) that increase job satisfaction and commitment, and hygiene factors that prevent dissatisfaction. Previous studies by Hasibuan et al. (2018), Putra and Dewi (2020), and Hasibuan (2019) also emphasized the importance of motivator factors in shaping employee loyalty and commitment. Among the indicators, opportunities for self-development contributed the most to commitment, indicating that training and skill enhancement have a strong impact.

These results are further supported by studies from Cheliasih and Riana (2024), Heriyanto et al. (2022), Muhamad (2019), and Rahmah and Sunarsi (2020), all of which found that motivation has a positive influence on organizational commitment. However, differing results were found in studies by Sari (2018) and Anggraini & Fauzan (2022), which reported that motivation had no significant effect or even a negative impact on commitment. This suggests that work enthusiasm alone is not the sole determining factor in shaping organizational commitment.

V. CONCLUSION

Based on the research conducted using SmartPLS analysis, it was concluded that workload does not have a significant effect on organizational commitment among non-civil servant employees at the Department of Industry and Manpower in Surabaya. Although most employees showed a positive perception of the workload they face—feeling capable of completing tasks within deadlines and working efficiently this was not sufficient to foster deep emotional attachment or high loyalty to the organization. These findings indicate that workload is not a dominant factor in shaping organizational commitment, especially among non-civil servant employees who are accustomed to systematically planning their work to achieve targets. In contrast, work motivation was proven to have a very strong and significant influence on increasing organizational commitment. Employees with high levels of motivation, both intrinsic, such as a sense of responsibility and achievement, and extrinsic, such as recognition from supervisors, demonstrated greater loyalty and stronger commitment to the organization.

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