



The Effect of Work Overload on Job Embeddedness with Quality of Work Life as an Intervening Variable at PT. Bank Mandiri (Persero) Tbk, Medan Imam Bonjol

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Abstract. This study aims to determine whether work overload affects the quality of work life. Does work overload affect job embeddedness? Does the quality of work life affect job embeddedness? Does work overload affect job embeddedness with quality of work life as an intervening variable? The data analysis technique used is the associative quantitative method with the help of the SPSS program. This study uses path analysis. The research sample was 42 employees of PT. Bank Mandiri (Persero) Tbk, SME Area Medan Imam Bonjol. Primary data collection using a questionnaire. The results showed that work overload positively and significantly affected the quality of work life. Work overload has a positive and significant effect on job embeddedness. Quality of work life has a positive and significant effect on job embeddedness. Work overload positively and significantly affects job embeddedness, with quality of work life as an intervening variable.

Keywords: Job Embeddedness · Quality of Work Life · Work Overload

1 Introduction

In a work environment, someone wants a secure position, clear career development, and other benefits that an employee in a company can feel. This also applies to PT. Bank Mandiri (Persero) Tbk, SME Area Medan Imam Bonjol. The decision of an employee to move or wish to be transferred or to continue working at his current agency can be called Job Embeddedness.

Job embeddedness is the totality of employees who are psychologically, socially, and financially influenced by organizations and communities that influence an individual's choice to stay or leave his job [1]. Based on the Pre-Survey conducted on Bank Mandiri employees, some employees do not feel attached to the company, employees do not feel reluctant to leave the company, and employees do not feel comfortable with the company. This is a problem in the application of job embeddedness. Various problems affect an employee's work, including Work Overload (excessive workload) and Quality of Work life. From 2018 to 2021, there has been a continuous decrease in the number of employees. The employee turnover occurred for several reasons, including Retirement,

Resignation, Transfer/Mutation, promotion, and getting Scholarships abroad. According to [2], the workload is part of the capacity of a worker's ability to do his job. Quality of Work Life is the work environment that must be compatible with people and technology [3].

The phenomenon of employee turnover in the SME Medan Imam Bonjol environment is not matched by the formation of employees who replace, where the number of employees who are reduced or resign is not adjusted to the employees who replace them. As a result, the individual workload is getting heavier.

The conceptual research framework theoretically explains the conceptual model of the research variables, about how the theories relate to the research variables to be studied, namely the independent and dependent variables.

1. The Effect of Work Overload on Quality of Work Life

According to [4], everyone has experienced work overload at one time or another. Work overload is a condition that occurs when the environment demands more than the individual's ability. The existence of work overload can cause the quality of the employee's work life. This means that the more work overload increases, the quality of the employee's work life will decrease. This follows the research of [5, 6], and [7], which show that work overload has a significant effect on the quality of work life.

2. The Effect of Work Overload on Job Embeddedness

According to [4], everyone has experienced a work overload at one time or another. Work overload is a condition that occurs when the environment demands more than the individual's ability. The existence of work overload can cause the employee's job embeddedness to decrease. This means the employee's job embeddedness will decrease with the increasing work overload. This is in accordance with the research of [8], [9], and [10], which show that work overload has a significant negative effect on job embeddedness.

3. The Effect of Quality of Work Life on Job Embeddedness

[11] states that quality of work life (QWL) includes various processes, strategies, techniques, and management styles that aim to improve employee performance and satisfaction to increase organizational effectiveness. The existence of quality of work life can increase the employee's job embeddedness. This means that the higher the quality of work life, the more the employee's job embeddedness. This is in accordance with the research of [11], [12], and [13], which show that the quality of work life has a significant positive effect on job embeddedness.

4. The Effect of Work Overload on Job embeddedness with Quality of Work Life as an Intervening variable

According to [4], everyone has experienced a work overload at one time or another. Work overload is a condition that occurs when the environment demands more than the individual's ability. Excessive work overload is believed to be one of the most significant sources of work stress. Thus, excessive work overload can affect job embeddedness. Quality of Work Life as a management system approach to coordinate and connect the potential of human resources within the organization, as an effort by the leadership to

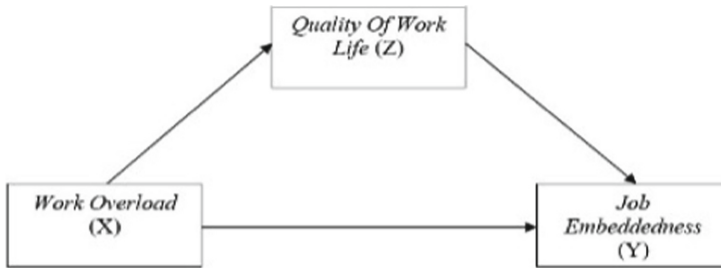


Fig. 1. Conceptual Framework

meet the needs of members and the organization simultaneously and continuously. The existence of work overload can cause the employee's job embeddedness to decrease.

Based on the explanation of the theory that has been put forward, the conceptual framework in this study is as follows (Fig. 1):

A hypothesis is a tentative explanation of certain behaviors, phenomena, or circumstances that have occurred or will occur. Based on the formulation of the problem that has been put forward, the hypotheses of this study are:

1. Work overload has a positive and significant effect on the quality of work life at PT. Bank Mandiri (Persero) Tbk, SME Area Medan Imam Bonjol.
2. Work overload has a positive and significant effect on job embeddedness at PT. Bank Mandiri (Persero) Tbk, SME Area Medan Imam Bonjol
3. Quality of work life positively and significantly affects job embeddedness at PT. Bank Mandiri (Persero) Tbk, SME Area Medan Imam Bonjol.
4. Work overload positively and significantly affects job embeddedness, with quality of work life as an intervening variable at PT. Bank Mandiri (Persero) Tbk, SME Area Medan Imam Bonjol.

Based on the phenomena described above and the explanation of the theory, this study aims to determine whether work overload affects the quality of work life. Does work overload affect job embeddedness? Does the quality of work life affect job embeddedness? Does work overload affect job embeddedness with quality of work life as an intervening variable?

2 Methods

This research is a type of quantitative research with an associative approach. The sampling technique is Non-Probability Sampling, namely using census sampling or saturated sampling, because the entire population is sampled if the population is below 100. Therefore, the sample in this study is 42. Primary data were obtained using a list of questionnaires.

Table 1. Simultant Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	816.045	2	408.022	64.723	.000 ^a
	Residual	245.860	39	6.304		
	Total	1061.905	41			

3 Results and Discussion

3.1 Simultaneous Significant Test (F Test)

The method used is to see the level of significant ($= 0.05$). If the significance value is less than then H_0 is rejected, and H_a is accepted.

Based on the Table 1, it can be seen that Fvalue is 64.723 while Ftable is 2.85, which can be seen at $= 0.05$. Significant probability is much smaller than 0.05, i.e., $0.000 < 0.05$, so the regression model can be said that in this study, work overload and quality of work life simultaneously have a significant effect on job embeddedness. Then the previous hypothesis is Accept H_a , or the hypothesis is accepted.

3.2 Partial Significance Test (t Test)

Partial test (t) shows how far the independent variables individually explain the variation of this test using a significance level of 5%.

Based on the Table 2, it can be seen that the effect of work overload on the quality of work life. Significant testing with decision-making criteria:

H_a is accepted, and H_0 is rejected if $t_{\text{value}} > t_{\text{table}}$ or Sig. $t < \alpha$.

H_a is rejected, and H_0 is accepted if $t_{\text{value}} < t_{\text{table}}$ or Sig. $t > \alpha$.

The results show that $t_{\text{count}} 8.158 > t_{\text{table}} 1.987$ and significant $0.000 < 0.05$, then H_a is accepted and H_0 is rejected, which states that work overload has a positive and partially significant effect on the quality of work life. Everyone has experienced a work overload at one time or another. Work overload is a condition that occurs when the environment demands more than the individual's ability. Measurement of the workload itself is defined as a technique for obtaining information about the efficiency and effectiveness of the work of an organizational unit or position holder, which is carried

Table 2. Quality of Work Life Partial test

Model		Unstandardized Coefficients		Standardized Coefficients	F	Sig.
		B	Std. Error			
1	(Constant)	6.161	2.624	.790	2.348	.024
	Work Overload	.756	.093		8.158	.000

Table 3. Job Embeddedness Partial Test

Model		Unstandardized Coefficients		Standardized Coefficients	F	Sig.
		B	Std. Error			
1	(Constant)	5.083	1.894		2.683	.011
	Work Overload	.499	.102	.213	4.878	.000
	Quality of Work Life	.261	.107	.307	2.443	.019

out systematically using job analysis techniques, workload analysis techniques, or other management techniques. The existence of work overload can cause the quality of the employee's work life. This means that the more work overload increases, the quality of the employee's work life will decrease. This follows the research of [5, 7] which show that work overload has a significant effect on the quality of work.

Based on the Table 3, it can be seen that:

1. The effect of work overload on job embeddedness.

The results show that $t_{\text{value}} 4.878 > t_{\text{table}} 1.987$ and significant $0.000 < 0.05$, then H_a is accepted and H_0 is rejected, which states that work overload partially affects job embeddedness. Everyone has experienced a work overload at one time or another. Work overload is a condition that occurs when the environment demands more than the individual's ability. Meanwhile, in the industrial world, excessive workload occurs when a job demands work speed, work results, and excessive concentration from its employees. Excessive workload is considered one of the most significant sources of work stress. Thus, the excessive workload can affect job embeddedness. With the increasing work overload, the employee's job embeddedness will decrease. This is in accordance with the research of [8], [9], and [10], which show that work overload has a significant negative effect on job embeddedness.

2. The effect of quality of work life on job embeddedness.

The results show that $t_{\text{value}} 2.443 > t_{\text{table}} 1.987$ and significant $0.019 < 0.05$, then H_a is accepted and H_0 is rejected, which states that the quality of work life has a significant partial effect on job embeddedness. Quality of Work Life is every activity (improvement) that occurs at every level in an organization to increase the effectiveness of a greater organization through increasing human dignity and growth. Quality of work life (QWL) includes various processes, strategies, techniques, and management styles that aim to improve employee performance and satisfaction to increase organizational effectiveness. However, maintaining the quality of life has become very important to facilitate the exhibition of positive attitudes and behaviors of employees towards the organization and their colleagues. The existence of quality of work life can increase the employee's job embeddedness. This means that the higher the quality of work life, the more the employee's job embeddedness. This is in accordance with the research of [11],

Table 4. Coefficient of Determination

Model	R	R Square	Model Summary Adjusted R Square	Std. Error of the Estimate
1	.877 ^a	.768	.757	2.51080

[12], and [13], which show that the quality of work life has a significant positive effect on job embeddedness.

3.3 Coefficient of Determination

The analysis of the coefficient of determination is used to determine the percentage of the variation in the influence of the independent variable on the dependent variable.

Based on the Table 4, it can be seen that the adjusted R Square number is 0.757, which can be called the coefficient of determination which in this case means that 75.7% of job embeddedness can be obtained and explained by work overload and quality of work life. In comparison, the remaining $100\% - 75.7\% = 24.3\%$ is explained by other factors or variables outside the model, such as motivation, work environment, training, and others.

3.4 Path Analysis

The path analysis method is a method that examines the direct or indirect effect of the hypothesized variables as a result of the effect of treatment on these variables.

Based on the Table 5, the standardized beta value for work overload is 0.790 and is significant at 0.000, which means that work overload significantly affects job embeddedness. The standardized beta coefficient value of 0.790 is the path value or P1 path.

$$\text{Equation I : } Z = 0.790 X + \epsilon I \quad (1)$$

Based on Table 6 above, the standardized beta value for work overload is 0.213 and is significant at 0.000, which means that work overload significantly affects job embeddedness. The standardized beta coefficient value of 0.213 is the path value or P3 path. The standardized beta value for the quality of work life is 0.3076 and is significant at

Table 5. Path Analysis of Equation I

Model		Unstandardized Coefficients		Standardized Coefficients	F	Sig.
		B	Std. Error			
1	(Constant)	6.161	2.624		2.348	.024
	Work Overload	.756	.093	.790	8.158	.000

Table 6. Path Analysis of Equation II

Model		Unstandardized Coefficients		Standardized Coefficients	F	Sig.
		B	Std. Error			
1	(Constant)	5.083	1.894		2.683	.011
	Work Overload	.499	.102	.213	4.878	.000
	Quality of Work Life	.261	.107	.307	2.443	.019

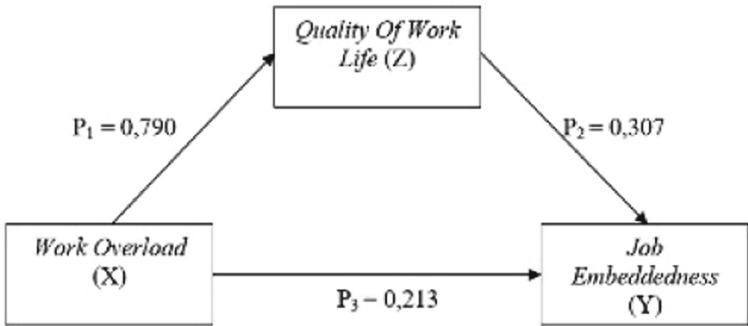


Fig. 2. Diagram Structure

0.019, which means that the quality of work life significantly affects job embeddedness. The standardized beta coefficient value of 0.307 is the path value or P2 path (Fig. 2).

$$\text{Equation II : } Y = 0.213 X + 0.307 Z + \epsilon_2 \tag{2}$$

3.5 Mediation Test

The results show that the direct effect is 0.213, while the indirect effect must be calculated by multiplying the indirect coefficient, namely $0.790 \times 0.307 = 0.242$ or the total effect of work overload on job embeddedness $= 0.213 + (0.790 \times 0.307) = 0.455$. Because of the value ($P_3 < P_1 \times P_2$), the quality of work life functions as an intervening variable. Everyone has experienced a work overload at one time or another. Work overload is a condition that occurs when the environment demands more than the individual’s ability. Meanwhile, according to [14], in the industrial world excessive workload occurs when a job demands work speed, work results, and excessive concentration from its employees. Excessive workload is believed to be one of the biggest sources of work stress. Thus, the excessive workload can affect job embeddedness. Quality of Work Life as a management system approach to coordinate and connect the potential of human resources within the organization, as an effort by the leadership to meet the needs of members and the organization simultaneously and continuously.

The analysis of the coefficient of determination is used to determine the percentage of the variation in the influence of the independent variable on the dependent variable.

4 Conclusion

Based on the results of research conducted by the author, the author can draw several conclusions.

1. Work overload has a positive and significant effect on the quality of work life at PT. Bank Mandiri (Persero) Tbk, SME Area Medan Imam Bonjol.
2. Work overload has a positive and significant effect on job embeddedness at PT. Bank Mandiri (Persero) Tbk, SME Area Medan Imam Bonjol.
3. Quality of work life positively and significantly affects job embeddedness at PT. Bank Mandiri (Persero) Tbk, SME Area Medan Imam Bonjol.
4. Work overload positively and significantly affects job embeddedness, with quality of work life as an intervening variable at PT. Bank Mandiri (Persero) Tbk, SME Area Medan Imam Bonjol.

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