

The Effect of Resilience and Workload on Organizational Commitment of Criminal Investigation Investigators Mediated by Job Stress

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ABSTRACT

Organizational commitment is needed by the Denpasar City Resort Police to achieve organizational goals and create a conducive economic, political, social, and cultural situation. The high workload puts the individual in a job stress situation that reducing the productivity and commitment of the investigators to the organization. However, the investigators who are resilient will be able to break down the stress into positive things to increase the productivity and feel as a part of the National Police organization. This research aims to analyze the effect of resilience and workload on organizational commitment of criminal investigation investigators mediated by job stress variable. The research method used was Explanatory Survey Method, while the analytical method used was (PLS-SEM) with software SmartPLS version 3.0. This research used the entire population involving 220 criminal investigation investigators of Denpasar City Resort Police. The results of the research explained that the resilience variable had a negative and insignificant effect on job stress variable but the positive and significant effect on organizational commitment variable. While workload variable had a positive and significant effect on job stress variable but it had the negative and significant on organizational commitment variable. Meanwhile, job stress variable had negative and significant on organizational commitment variable. Based on the results of this research, resilience can reduce job stress arising from the high workload that increasing organizational commitment of the criminal investigation investigators studied.

Keywords: Resilience, Workload, Job Stress, Organizational Commitment, Criminal Investigation Investigator.

INTRODUCTION

One of the main aspects that has to be considered in an organization both the private and public sectors is the aspect of human resources (HR). It is as in the 7s McKinsey framework which consists of 1) strategy 2) structure 3) system 4) skill 5) staff 6) style 7) share values. The seven aspects are

interrelated and influence one another in an organization. However, the aspects of staff or human resources (HR) are the main actors of other components in an organization. Organizations that have good and superior human resources can certainly carry out the other six aspects so that the organizations can also become superior organizations. Strengthening human resources to create the superior people in Indonesia is closely related to improving the human resources performance to win the competition in this global market era that tends to change rapidly, especially in the business, political, economic, social, and cultural sectors. The sectors with the rapid change certainly have an impact on the welfare of the community. Therefore, the development of superior human resources in the public sector has to be our focus at this time. It is because the public organizations directly or indirectly impact on the activities of private organization sectors.

To support the organization optimally and totally, an individual should has a commitment to his/her organization. Organizational commitment is needed by an employee or an organizational member in order to be able to provide involvement, bonds, and parts of himself/herself for the organization. According to William and Hazer (1986) quoted from Lum *et al.*, (1998) organizational commitment is described as an individual engagement relationship to his/her organization, with characteristics, such as, individual's loyalty to the organization, willingness to work on behalf of the organization, harmony between one's goals and organizational goals. The low organizational commitment of employees or individuals in an organization certainly has negative impact. Steers (1977) explains that an individual's intention to leave (turnover intention) or stay in an organization is related to the individual's commitment, but it is not directly related to the job because the job is related to the employees' ability, motivation, and role clarity (Porter & Lawler dalam Mowday dkk, 1987).

One of the factors that influence the individual's organizational commitment is the form of work characteristics in an organization that has impact on the individual. The work characteristics include work responsibility, work identification, role clarity, work challenges, self-development, and career development. The incompatibility of these things tends to stress an individual on his/her work. According to Robbins & Judge (2012), stress is a dynamic situation of an individual to the demands, opportunities, or existing resources, which is the desire of the individual but the results are regarded as unimportant or uncertain matters. The stress itself does not mean that it is negative for a person or even an organization. Stress can be constructive or negative depends on the individual. Positive stress can encourage an individual to improve his/her work performance so it is called eustress. While destructive stress and tends to be negative commonly referred to distress, this stress can result in low levels of employees absence, health problems, work performance decrease, even individual's desire to leave from the organization. The factors and triggers that can cause stress are called stressor. Stressor can be caused by the environment, organizations, or individuals themselves. Stressor that is caused by organization, such as: 1) workload, 2) Job conditions, 3) Role conflict and ambiguity, 4) Career development, 5) Interpersonal relations, 6) Aggressive behavior), 7) Conflict in a work or other role.

Workload is one of stressors that comes from an organization. Gibson and Ivancevich (1993) explains that workload is a pressure as a response that cannot adapt, that is influenced by the individual differences or psychological processes, which is a consequence of any external action (environment, situation, events that have too many psychological or physical demands) towards someone. Workload has to be in accordance with the individuals' ability to accept the work pressure. Some experts say that excessive workload can cause employees turnover.

Changes in the situation and characteristics of the world today demand the employees to have resilience towards their job. Resilience is needed by the employees to withstand the pressure so that the productivity of the work can still be created. Workload that is sometimes inappropriate can cause the increasing of the job stress. When the perceived job stress cannot be managed into positive stress or eustress, it will turn into destructive stress which also reduces the work productivity and will harm the organization. According to Reivich & Shatte (2002), a person's ability to struggle and survive in a tough way when facing the awkward situation is resilience. It is also explained that a resilient person would be able to make the right decisions quickly in a depressed state. So resilience can turn suffering into a challenge, despair into strength, and failure into victory. The predicate that bears the island of Bali as a major destination for both domestic and foreign tourist is a real challenge for security provider on the island. With the characteristics of a heterogeneous community, a Bali Regional Police is responsible for 4.188.221 people in the province. With the diversity of social and culture that exist in Bali, it causes economic and political characteristics can influence and also be influenced by the situation within or outside the country. This is also in line with the high crime rate. Denpasar City Resort Police is a Police Unit with the highest crime rate in the Bali Regional Police. Police reports received by Denpasar City Resort Police reached 1.500 cases every year (data of *Urmintu* Criminal Investigation of Denpasar City Resort Police). Besides, community activities in the jurisdiction of Denpasar City Resort Police are also quite high compared to the other Resort Police in Bali. That is a workload that has to be born by the personnel, especially Criminal Investigation Investigators aligned to Denpasar City Resort Police. The number of tasks and having to race against time in completion, it often makes the investigators feel stressful about their work (job stress). Unstoppable job stress can harm the organization. The organizational commitment level of the investigator is very needed to achieve the vision and mission of Denpasar City Resort Police, especially the Indonesian National Police as a whole can fail to be achieved. Therefore, the resilience of the investigators is needed in facing the workload. So the investigators can make the existing workload as a challenge to increase the productivity and provide the best service to the community.

Based on the description above, the researcher found an interesting phenomenon to conduct a research. It is that beside the high workload of an investigator, it does not necessarily make the level of job stress increase and become destructive. However, many investigators have good resilience so that they see high workloads as a challenge to contribute more to the National Police institution. It indicates the factors causing why the investigators stay in their job and tend to be more committed to seeing the high workloads can cause the increasing of stress. From some of the reasons mentioned, it is suspected that resilience, overload work, and job stress factors have significant relationship, for those reasons then the research was conducted.

THEORY AND HYPOTHESIS

Organizational Commitment

Organizational Commitment is an engagement relationship between individuals and their organization. Individuals' loyalty to the organization, the alignment of the individual and organizational goals, and willingness to work on behalf of the organization are its characteristics. With the high loyalty from the organizational members towards their organization will make the members survive and the organization successful. The stronger the recognition and involvement of the individuals with the organization will have a high commitment. The absence or the behaviour of the individuals entry and exit is the manifestation of someone's dissatisfaction with his/her job or

lack of commitment (Mathis & Jackson, 2001). According to Steers and Porter (1983) there are several factors that can affect the high or low organizational commitment of an individual, such as : 1) Personal characteristics such as age, years of service, education, and drive of achievement ; 2) Work characteristics include work responsibility, job identification, role clarity, work challenges, self-development, career development, feedback, and job stress; 3) Organizational characteristics in which there is an individual level of participation in decision making and decentralization; 4) The nature and quality of work. While the factors influenced by Organizational Commitment are 1) the level of attendance and turnover; 2) organizational citizenship behavior (OCB); 3) career success and productivity. (Greenberg & Baron,1993)

Job Stress

Job stress is one of the factors causing the low organizational commitment of the employees. According to Robbins & Judge (2012), stress is a dynamic situation of a person against the demand, opportunities or the existing resources, which is the desire of the individual but the results are considered as unimportant and uncertain. The stress itself is divided into two types. Constructive or positive stress is called eustress. While destructive or negative stress is called distress (Quick dan Quick, 1984). Factors or triggers that can cause stress is caled stressor. Stressor can be caused by the environment, organizations, or individuals themselves. Stressor that is caused by organization, such as: 1) workload, 2) Job conditions, 3) Role conflict and ambiguity, 4) Career development, 5) Interpersonal relations, 6) Aggressive behavior, 7) Conflict in a work or other roles.

Workload

Workload is the difference between workers' ability and work demands. If the workers' ability is higher than the work demand, boredom will emerge. On the contrary, if the workers' ability is lower than the work demands, then there will be an excessive fatigue (Meskhati,1988). According to the Chief of Indonesian National Police Regulations Number 15 in the year of 2014, workload is a number of work targets or work result targets that have to be achieved in a certain time. Workload is a work standard of an organization that is determined based on the type of work done by the workers. Every individual should work with the standards set by the organization. However, if the individual works below the standard, the workload will be excessive. While if the individual works above the standard, then the estimated standards are indicated lower than the capacity of the individual or employee himself/herself. Workload itself can be caused by some factors, such as excessive work, limited time, inefficient money control system, inaccurate granting of authority, lack of work achievement feedback, unclear role, work changes, personal or interpersonal conflict, unsafe political atmosphere, and frustration (Davis dan Newstorm, 2006).

Resilience

The resilience of individual or organization in facing challenges and adapting to the situation faced is called resilience. Connor and Davidson (2003) conclude that resilience includes personal qualities that enable the individuals to rise when facing the difficulties. Resilience is a strength that comes from an individual himself/herself supported by social support from surroundings and efforts that someone has done to the problemhe/she faced. The ability of resilience is needed by every individual because it has positive impacts for the individual and the organization. Siebert (2005) explained that there are some advantages when the employees have resilience, one of them is the employees who have high resilience tend to learn quickly and adapt to the new environment when they are transferred or promoted.

THE RELATIONSHIP BETWEEN VARIABLES

The Effect of Resilience on Job Stress

Individuals with good resilience will be able to break down the pressure into challenges so that job stress will not stress befall him/her. It is supported by the research conducted by some previous researchers, such as Shatte et al (2017) entitled "The Positive Effect of Resilience on Stress and Business Outcomes in Difficult Work Environments", Chitra & Karunanidhi (2018) entitled "The Impact of Resilience Training on Occupational Stress, Resilience, Job Satisfaction, and Psychological Well-being of Female Police Officers", and a research conducted by Agung (2019) entitled "*Hubungan antara Resiliensi dengan Stres Kerja Anggota Polri pada Direktorat Sabhara Polda Metro Jaya*" (The Relationship between Resilience and Job Stress of the Police Memmbers at the Sabhara Regional Police of Metro Jaya Directorate). The results of those researches concluded that Resilience has negative effect on job stress. Through this elaboration, a hypothesis is obtained, which is :

H1 : Resilience affects Stress

The Effect of Resilience on Organizational Commitment

Resilience makes the individual adapt easily to the changes. In addition, resilience makes the individual see the problem as a challenge faced so that resilience can increase the individual's commitment to the organization. It is in line with the research conducted by Polat and Iskender (2018), entitled "Exploring Teachers Resilience in Relation to Job Satisfaction, Burnout, Organizational Commitment and Perception of Organizational Climate". The research reveales a significant negative relationship between resilience level or teacher endurance and fatigue; and a significant positive relationship between the level of teacher endurance and organizational commitment, work satisfaction, and organizational climate perception. Then, a hypothesis is obtained, which is:

H2: Resilience affects Organizational Commitment

The Effect of Workload on Job Stress

Excessive workload is a stressor for the individuals. So the increase in workload will increase the number of employee or individual work stress. It is in accordance with the research conducted by Kusuma and Soesatyo (2014) entitled "*Pengaruh Beban Kerja Terhadap Stres Kerja dan Dampaknya Terhadap Kinerja Karyawan*" (The Effect of Workload on Job Stress and Its Impact on Employee Performace). There is a positive and significant effect between workload and job stress, workload and performance have negative and significant effect, job stress and performance have negative and significant effect. From the explanation, a hypothesis is obtained, as follows :

H3: Workload has appositive effect on Job Stress

The Effect of Workload on Organizational Commitment

An excessive workload can also give the employees dissatisfaction about their job. Disgruntled employees will tend to compare their job to other places so that it will reduce the level of employee commitment to their organization. This is in line with the research result of Gashi (2014) entitled "The influence of work overload and autonomy on job satisfaction, organizational commitment and turnover intent: the case of Kosovo ". It showes there is a negative effect of excessive workload on work satisfaction and a positive effect of autonomy on work satisfaction. It also shows that work satisfaction has a negative effect on turnover intentions and a positive effect on organizational commitment. So a hypotheis is obtained as follows:

H4: Workload has a negative effect on organizational commitment.

The Effect of Job Stress on Organizational Commitment

Job stress experienced by the employees or individuals is caused by various types of stressor received. The impact is job stress can reduce the level of employee commitment to the organization. It is in accordance with the research result conducted by Puspasari (2016) entitled “Pengaruh Work Family Conflict, Family Work Conflict dan Stres Kerja terhadap Kepuasan Kerja dan Komitmen Organisasi: Studi Kasus pada Sekretariat Kabinet Republik Indonesia” (The Effect of Work Family Conflict, Family Work Conflict, and Job Stress on Work Satisfaction and Organizational Commitment: A Case Study at the Secretariat of Republic Indonesia Cabinet). It shows that FWC and job stress have a negative and significant effect to the organizational commitment but WFC did not have significant effect on organizational commitment. WFC has a significant effect on organizational commitment when it is mediated by work satisfaction. So a hypothesis is obtained as follows :

H5: Job Stress has a negative effect on organizational commitment.

CONCEPTUAL FRAMEWORK

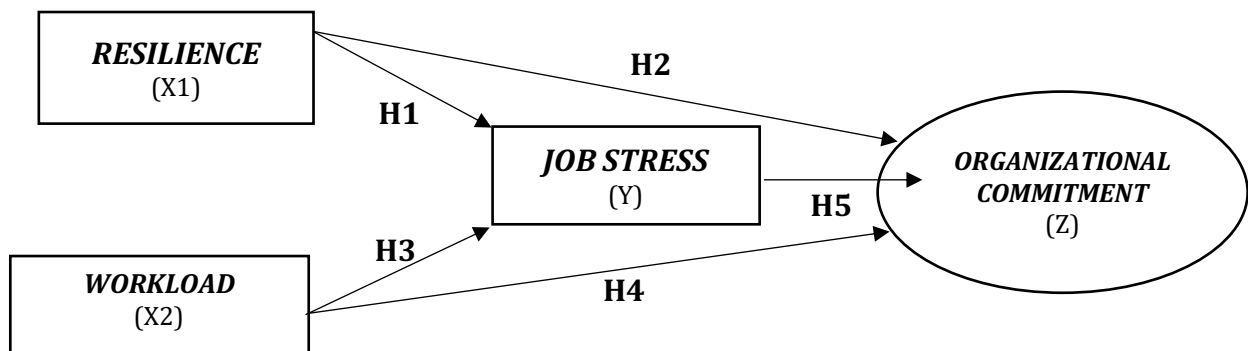


Figure 1. Research Model

RESEARCH METHOD

This research aims to know the effect of resilience, workload on organizational commitment of criminal investigation investigators in Denpasar City Resort Police with the job stress as mediating variable. The researcher used quantitative approach as the research approach. Meanwhile, based on the purpose, this research is an explanatory research. The data collection technique in this research used survey method that was collected at one time and examined the information at a certain time (cross-sectional). The data used in this research were primary and secondary data collected by the researcher by distributing the research questionnaires to 220 Criminal Investigation Investigators of Denpasar City Resort Police as respondents. While analytical method used was Partial Least Square-Structural Equation Modelling (PLS-SEM) with software SmartPLS version 3.0.

RESEARCH RESULTS

The construct reliability test was measured by two criteria, namely Composite Reliability (CR) and Cronbach's Alpha (CA) of an indicator block that measured CR construct used to show good reliability. A construct is declared reliable if the value of composite reliability or Cronbach's Alpha > 0.7.

Table 1: Composite Reliability (CR)

Variable	Composite Reliability
<i>Resilience</i>	0.934
<i>Work overload</i>	0.939
<i>Job Stress</i>	0.972
<i>Organizational commitment</i>	0.924

Source: Data processing of Output SmartPLS

Table 2: Cronbach's Alpha (CA)

Variable	Cronbach's Alpha
<i>Resilience</i>	0.923
<i>Work overload</i>	0.928
<i>Job Stress</i>	0.969
<i>Organizational commitment</i>	0.907

Source: Data processing of Output SmartPLS

Based on table 1 and 2, it appears that the test result of composite reliability and Cronbach alpha shows a value of > 0.7 meaning the value of each instrument is reliable.

Table 3: Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
<i>Resilience -> Job Stress</i>	-0.059	-0.056	0.055	1.055	0.292
<i>Resilience -> Organizational commitment</i>	0.455	0.465	0.057	8.048	0.000
<i>Work overload -> Job Stress</i>	0.601	0.602	0.058	10.384	0.000
<i>Work overload -> Organizational commitment</i>	-0.191	-0.197	0.067	2.848	0.005
<i>Job Stress -> Organizational commitment</i>	-0.177	-0.177	0.064	2.766	0.006

Source: Data processing of Output SmartPLS

Based on the table above, it shows that the result of PLS calculation that states direct effect between variables. It says that there is a direct effect if the value of T Statistics > 1.96 and there is no effect if T Statistics < 1.96 . So, it can be stated as follows:

1. Resilience variable has no significant effect on Job Stress variable with a value of T Statistics < 1.96 .
2. Resilience variable has a significant effect on Organizational Commitment variable with a value of T Statistics > 1.96 .
3. Workload variable has a significant effect on Job Stress variable with a value of T Statistics > 1.96 .
4. Workload variable has a significant effect on Organizational Commitment variable with a value of T Statistics > 1.96 .
5. Job Stress variable has a significant effect on Organizational Commitment variable with a value of T Statistics > 1.96 .

DISCUSSION

Resilience Has A Negative Effect on Job Stress.

Based on the calculation results, it was obtained the t – statistic value was 1.055 meaning < 1.96 and the sig. value of 0.292 above 0.05 then H_1 is rejected, which means that Resilience has a negative but not significant effect on Job Stress, it means that changes of Resilience values have an opposite effect on the changes of Job Stress or in other words if Resilience increases, there will be a decrease of Job Stress level and statistically it has insignificant effect. Based on data processing results with SmartPLS version 3.0, it was known that the path coefficient value of Resilience towards Job Stress was -0.059, which means that Resilience has a negative relationship with Job Stress.

Resilience Has A Positive Effect on Organizational Commitment.

Based on the calculation results, it was obtained the t – statistic value was 8.047 meaning > 1.96 and the sig. value of 0.000 below 0.05 then H_2 is accepted, which means that Resilience has a positive and significant effect on Organizational Commitment, it means that the changes of Resilience values have a direct effect on the changes of Organizational Commitment or in other words if Resilience increases, there will be an increase of Organizational Commitment level and statistically it has significant effect. Based on the data processing results with SmartPLS version 3.0, it was known that the path coefficient value of Resilience towards Organizational Commitment was 0.455, which means that Resilience has a positive relationship with Organizational Commitment.

Workload Has A Positive Effect on Job Stress.

Based on the calculation results, it was obtained the t – statistic value was 10.384 meaning > 1.96 and the sig. value of 0.000 below 0.05 then H_3 is accepted, which means that Workload has a positive and significant effect on Job Stress, it means that the changes of Workload values have a direct effect on the changes of Job Stress or in other words if Workload increases, there will be an increase of Job Stress and statistically it has significant effect. Based on the data processing results with SmartPLS version 3.0, it was known that the path coefficient value of Workload towards Job Stress was 0.601, which means that Workload has a positive relationship with Job Stress.

Workload Has A Negative Effect on Organizational Commitment.

Based on the calculation results, it was obtained the t – statistic value was 2.848 meaning > 1.96 and the sig. value of 0.005 below 0.05 then H_4 is accepted, which means that Workload has a negative and significant effect on Organizational Commitment, it means that the changes of Workload values have an opposite effect on the changes of Organizational Commitment or in other words if Workload increases, there will be a decrease of Organizational Commitment level and statistically it has significant effect. Based on the data processing results with SmartPLS version 3.0, it was known that the path coefficient value of Workload towards Organizational Commitment was 0.191, which means that Workload has a negative relationship with Organizational commitment.

Job Stress Has A Negative Effect on Organizational commitment.

Based on the calculation results, it was obtained the t – statistic value was 2.766 meaning > 1.96 and the sig. value of 0.006 below 0.05 then H_5 is accepted, which means that Job Stress has a negative and significant effect on Organizational Commitment, it means that the changes of Job Stress values have an opposite effect on the changes of Organizational Commitment or in other words if Job Stress increase, there will be a decrease of Organizational Commitment level and statistically it has significant effect. Based on the data processing results with SmartPLS version 3.0, it was known that

the path coefficient value of Job Stress towards Organizational Commitment was -0.177, which means that Job Stress has a negative relationship with Organizational commitment.

CONCLUSION

Based on the discussion in this research, especially in analyzing the effect of resilience, workload variables on organizational commitment mediated by job stress variable so that conclusions that can be drawn are:

1. Resilience gives a negative but not significant effect on Job Stress of Criminal Investigation investigators studied. It means that Resilience has the opposite effect on the changes of Job Stress or in other words if Resilience increases, there will be a decrease in Job Stress level.
2. Resilience gives a positive and significant effect on Organizational Commitment of Criminal Investigation investigators studied. It means that the changes of Resilience values have a direct effect on the changes of Organizational Commitment or in other words if Resilience increase, there will be an increase in Organizational Commitment level.
3. Workload gives a positive and significant effect on Job Stress of Criminal Investigation investigators studied. It means that the changes of Workload values have a direct effect on the changes of Job Stress or in other words if Workload increase, there will be an increase in Job Stress level.
4. Workload gives a negative and significant effect on Organizational Commitment of Criminal Investigation investigators studied. It means that the changes of Workload values have an opposite effect on the changes of Organizational commitment or in other words if Workload increase, there will be a decrease in Organizational Commitment level.
5. Job Stress gives a negative and significant effect on Organizational Commitment of Criminal Investigation investigators studied. It means that the changes of Job Stress values have an opposite effect on the changes of Organizational Commitment or in other words if Job Stress increase, there will be a decrease in Organizational Commitment level.

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Peraturan Kapolri Nomor 15 tahun 2014 tentang Analisis Beban Kerja di Lingkungan Kepolisian Negara Republik Indonesia.