

# The Influence Of Workload, External Locus Of Control, And Work Family Conflict On Work Satisfaction With Work Stress As Mediation Variable (Palm Oil Plantation Of Pt. Swadaya Sapta Putra)

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## ABSTRACT

In general, this study aims to analyze workload, external locus of control, and work- family conflict on job satisfaction with job stress as a mediation variable in field workers in PT. Swadaya Sapta Putra, Bajarau, Parenggean, East Kotawaringin Regency, Central Kalimantan. The population in this study was as many as 664 employees of PT. Self-Help Sapta Putra, Parenggean. The samples used in this study were as many as 84 people on a plantation area of 1,398,48 Ha.

The results showed that: 1) workload does not have a negative influence on job satisfaction, 2) external locus of control has a negative influence on job satisfaction, 3) work-family conflict has a negative influence on job satisfaction, 4) workload does not have a positive influence on job stress, 5) external locus of control has a positive effect on job stress, 6) work-family conflict, 7) work stress do not have negative influence on work satisfaction, 8) work stress does not mediate the effect of workload on employee job satisfaction, 9) work stress mediates the effect of external locus of control on employee job satisfaction, and 10) work stress mediates the effect of work-family conflict on employee job satisfaction. This study implies that it is necessary to meet the needs of employees who support the work to bring about employee job satisfaction and not cause external locus of control and stress in work.

**Keywords:** Workload, External Locus of Control, Work-Family Conflict, Work Stress, Job Satisfaction

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## 1. Introduction

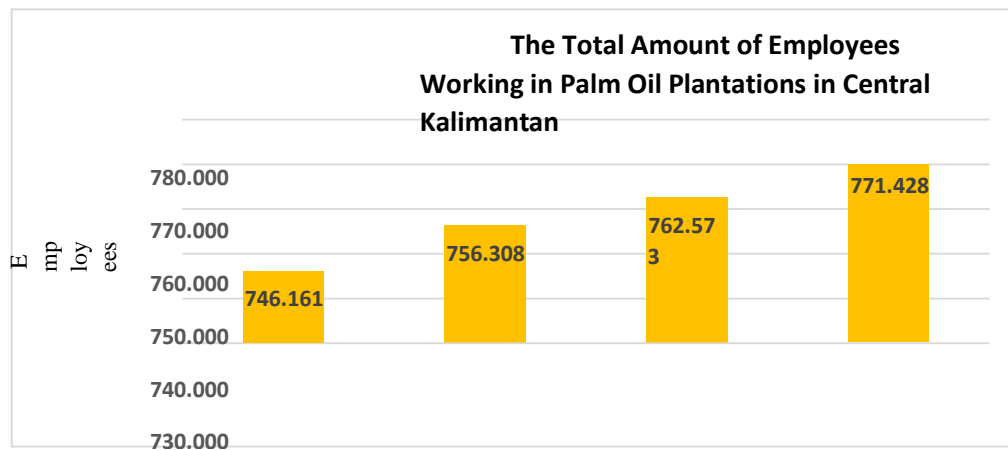
### 1.1 Background of Study

Work satisfaction is feelings that are felt by the employees towards their jobs that influence their work productivity (Anju and George, 2011). Herzberg's theory of *two factors* mentioned that employers need to look after their employees' conditions based on hygiene and motivation factors so that they can estimate which factor is less within their internal organization (Robbins S.P, 2009).

The aim of an organization to assign targets to its employees is to provide instruction and guidelines. However, the employees often consider the targets as a burden which cause them stress and end up decreasing their work performances, bad work performances, and work productivity (Milbourn in Susanty, 2017). The concept of personality that is related to individual self-assessment was coined as *the locus of control*. Rotter (in Chen, 2008) stated that the locus of control is the entity that determines the belief of consequences over an employee’s action. In the context of an organization, the disproportion between the working role and family role will likely appear to the employee who does not have the locus of control. Furthermore, it is the main factor that makes work- family conflict appears. Work-family conflict is defined as a situation where a certain employee desire to prioritize family time, so the proportion happens between the family’s responsibility and his or her job (Buchheit in Yustina, 2018).

Indonesia is a country that possesses a strategic location. Additionally, Indonesia has a lot of rich natural resources, one of them being plantations (Putri Nadya, 2019). In 2019, palm oil plantations in Indonesia reach 8.085.134 Ha. It has encountered an increase of rapid significant change compared to the preceding year which is about 7.880.617 Ha (Ditjenbun, 2019). The fast-growing palm oil plantations in Indonesia create a lot of working vacancies up to 4.203.252 people, it is proven by the palm oil commodity is increasing every year (Ditjenbun, 2019). Based on the data source from the Ministry of Agriculture; the Directorate General of Plantation (2020) stated that about 771.428 people are working in the palm oil plantation in Central Kalimantan, recruiting the villagers who work in the agriculture industry, forestry, and fishery as much as 38,15% (SAKERNAS, 2020).

PICTURE 1.1 The Total Amount of Employees Working in Palm Oil Plantations in Central Kalimantan from 2017 until 2020



Source: Directorate General of Plantation Indonesia 2020

The graphic above shows the level of a fast-growing absorption of the employees in Central Kalimantan that relatively increase. In 2020, the agriculture sector of palm oil plantations recruited 771.428 people. From this, there is a significant increase from 2017- 2020 about 25%. Giving security to the employees is one of the forms to show that the employers are taking care of their employees. So that the employees’ behaviors, as well as their emotions, can be controlled. A company’s succession can be assessed by how the leader of each company manages its employees. If the employees are satisfied in their jobs, means that the company has succeeded in managing

and directing its employees. It shows that the company is thoughtful in taking care of its employees.

PT. Swadaya Sapta Putra is a company that contributes to the field of palm oil plantation. It is operated in Bajarau, Parenggean District, East Kotawaringin, Central Kalimantan with a company area which is about 4.200 hectares. This palm oil plantation company is managed by a private board with a total amount of 664 employees and about 105 of them are responsible to crop in a plantation as large as 1.398,48 Ha in 2021. Each employee who works in the field is led by a coordinator division that is directly supervised by the foreman. Each division consists of 10-15 cropping employees with a certain target that has been set by the company and should be accomplished. It is done because the palm oil's fruit is likely to rot in a short time. Another factor is the high rate of robbery of palm oil fruit which obligates the employees to send the crop plantation to the factory as soon as possible.

The duty of the employee who works in the field will be heavier when the plantation area that is assigned is larger. It is because the company does not provide a policy to add extra employees even if the plantation area that is assigned by a certain group is larger than another group. That is why many employees experienced various problems and obstacles due to the target to fulfill their duty being only one week. Today, the cropper still harvests the plantation crop manually by using the tools like "dodos" and "egrek" to take out the palm oil's fruit at a height from 15 to 24 meters. Moreover, there is also a tool called "grobak" or "angkong" for loading and unload palm oil fruit (Syuaib M Faiz et al., 2015). The high *workload* that is assigned by the field's employees can be seen in plentiful accident cases during the process of harvesting the palm oil's fruit. Sometimes, the employees are injured due to being punctured by palm oil's thorn, hit by palm oil's midrib, and slip and fall during the process of harvesting the palm oil's fruit. In addition, occasionally the employees are also injured because of the working tools. To make the employees feel comfortable and appreciated to work in the company, thus the company makes an evaluation and provides them facilities such as giving a proper fee, health security, facility, and life's prosperity to decrease the inner tension of the employees.

### *1.2 The Purpose of the Study*

To develop preceding research conducted by Suartana and Dewi (2020) which discusses factors that make employees satisfied by adding mediation variables and other variables to support the research study.

### *1.3 The Research Limitation*

The scope of this study is limiting the problem of the influence of *workload*, *external locus of control*, and *work-family conflict* on work satisfaction and work stress. The scope of a population of this study is limited to the employees who work in the field as croppers in PT. Swadaya Sapta Putra.

## **2. Literature Review and Hypothesis Formulation**

### *2.1 Work Satisfaction*

Tatar Ali (2020) believed that work satisfaction in this modern time is quite controversial. Generally, the employees' attitude toward their jobs are influenced by positive emotional states

from working experiences, which shows how satisfied the employees are with their jobs. The emergence of positive and negative emotions gives a unique contribution to predicting overall satisfaction (Fisher, C.D., 2000).

## 2.2 Work Stress

Work stress can be defined as a response that is possessed by every individual when experience high workload and work pressure that cannot meet with the individual's capability and talent. This situation may end up in resulting final results that are unsure or cannot meet with what the employers had expected (Pandey Dhrubalal, 2020).

## 2.3 Workload

Syamsu et al., (2019) argued that *workload* is an activity that is done by a group or an individual that comes from interaction to fulfill the job's demands, perception, and work environment that is set in a certain time. Every occupation is a burden for some employees, the burden can appear as a mental and physical burden. The employees who work in the palm oil plantation who are assigned to load and unload the palm oil fruit generally possess a higher physical burden (Utami et al., 2017).

## 2.4 External Locus Of Control

According to O Rifat et al., (2012), the employee who has an external LOC often sees himself or herself as incapable and does not have control over succession or failure. This situation might decrease the employee's confidence in the workplace and it can also cause various problems within an organization.

## 2.5 Work-Family Conflict

Netemeyer (in Rahmawati, 2016) concludes that work-family conflict is a role conflict in the form of demands so that the employee experiences hardships in dealing with responsible between job and family in one period of time. This thing is caused by the pressure in the workplace and family which provokes dissonance in the working place and the role of a family member.

Based on the explanations above, the researcher concluded the hypothesis as followed:

- **Workload Influences on Work Satisfaction**

Bakker and Demerouti (2014) stated if the employee experiences high job demands will cause stress. Especially towards the employee who has low control. According to Obiora and Iwuoha (2013), the employees' *workload* influences significantly negative on work satisfaction. Thus, the appropriate hypothesis is

H1: Workload Influences Negatively on Work Satisfaction.

- **External Locus of Control Influences on Work Satisfaction**

Based on the research that is done by (Hani B and Mansour H, 2020; Fahmi and Fatmawati, 2019) expressed that the employee is more likely to link his or her responsibility over the event experience based on external factors such as fate, luck, and belief. This thing influences the employee in terms of the way of thinking and how to react to make decisions that reflect the employee's characteristic and behavior. Thus, the appropriate hypothesis is *External LOC* significantly influences work satisfaction negatively.

H2: *External Locus of Control* Influences Negatively on Work Satisfaction.

- **Work-Family Conflict Influences on Work Satisfaction**  
The role of employees in the fields of occupation and life sometimes provokes stress and mixed thoughts in creating the balance between the aspects of private life and job will likely make them feel unsatisfied (Prajogo Wisnu, 2013). Several researches that have been done by (Talukder A, 2019; Efeoglu dan Sanal, 2017; Buhali dan Margaretha, 2013) report that WFC influences negatively towards work satisfaction.  
H3: *Work-Family Conflict Influences Negatively on Work Satisfaction.*
- **Workload Influences on Work Stress**  
Employees sometimes could not control their work activities so it influences individual interpersonal conflict and show that the employees will likely experience stress related to their jobs for a long period and it can cause mental illness (R. Karasek dan T. Theorell, 1990; Sadiq Misbah, 2020), this research in line with (Mittal dan Bhakar 2020; Satrini et al., 2017; Wijaya Andri 2018) who argue that workload positively influences work stress.  
H4: *Workload Influences Positively on Work Stress.*
- **External Locus of Control Influences on Work Stress**  
It is a situation where an individual feel less confident in the workplace, has less initiative, and is unable to encounter pressure (Wibowo and Purnomo, 2019). Someone who has an *external locus of control* quality tends to face health problems so its responsive to stress (Roddenberry and Renk, 2010). This statement is almost the same as research conducted by Cooper and Quick in 2017. So the suitable hypothesis is:  
H5: *External Locus of Control Influences Positively on Work Stress.*
- **Work-Family Conflict Influences on Work Stress**  
The emergence of imbalanced thoughts between duty in the workplace and private responsibility needs to be fixed as efficiently as possible. It is to avoid stress in the workplace because of thinking about clashed activities as an employee and as a family member (Kusumawati and Fransisika, 2018). Based on the research mentioned above, it can be hypothesized that:  
H6: *Work-Family Conflict Influences Positively on Work Stress.*
- **Work Stress Influences on Work Satisfaction**  
The uncomfortable feelings in the workplace might appear due to a bad interpersonal relationship and environmental conditions will impact the employees' work satisfaction, so these two things need to acquire special attention. It will ensure the life survival of the employee within an organization. (Ahsan et al., 2008; Mansoor et al., 2011; Rudolph et al., 2015) stated that stress is influenced by time, work dissatisfaction, demography characteristics, individual differences, and locus control. Based on some research above, it can be hypothesized that:  
H7: *Work Stress Influences Negatively on Work Satisfaction.*
- **Work Stress Mediates the Influence of Workload on the Employees' Work Satisfaction**  
Work stress becomes a mediator for the relationship between a high *workload* and work dissatisfaction will be decreased (Purbaningrat and Surya, 2015; Pramesti and Piartrini, 2020). The tasks and pressure in the workplace create a working burden for everyone, so the employee can experience personality problems which causes by the environment in which the employee works. Based on a few research above, it can be hypothesized that:  
H8: *Work Stress Mediates the Influence of Workload on the Employee's Work Satisfaction Stress.*

- **Work Stress Mediates the Influence of *External Locus of Control* on the Employees' Work Satisfaction**

Chen Jui dan Silverthorne (2008) found that employee who has a high personality like External Locus tend to experience work stress and low work satisfaction. An individual over his or her limited ability appears such as less confident, easy to be influenced, and feels that the chances only come outside of his or her power. Based on the research above, it can be hypothesized that H9: Work Stress Mediates the Influence of External Locus of Control on the Employee's Work Satisfaction.

- **Work Stress Mediates the Influence of *Work-Family Conflict* on the Employee's Work Satisfaction**

Work stress influences work-family conflict and work satisfaction. The results of the study conducted by (Anafarta 2011; Buhali and Margaretha, 2013) show if the presence of one of the roles; for example, an employee thinking a role as a family member in the workplace will likely cause him or her hard in facing the role demands as an employee in the working place. So, the employee might be stressed out in the working place. The result of the study is in line with Astari and Sudibya (2018) stated that H10: Work Stress Mediates the Influence of Work-Family Conflict on the Employee's Work Satisfaction.

### **3. Research Methodology**

#### *3.1 Type of Research*

Based on the characteristics of the study, this study applied a descriptive quantitative approach with a time dimension *cross-section*. The method that is applied in this research is *field research*.

#### *3.2 The Location and Time of the Research*

The research is conducted in PT. Swadaya Sapta Putra Bajarau, Parenggean, East Kotawaringin Regency, Central Kalimantan. This research was held in 2021.

#### *3.4 The Object and the Subject of the Research*

The object of this research is work satisfaction with some factors that influenced it such as *work stress*, *workload*, *external locus of control*, and *work-family conflict*. Whereas the subject is the employees who are working in the field as the croppers in PT. Swadaya Sapta Putra.

#### *3.5 Population and Sample*

The population is the employees who are working as the croppers with a total amount of 105 people on the plantation as large as 1,398,48 Ha. The technique of sampling that is applied is *purposive sampling* by using the *non-probability sampling* method. With the inclusion criterion that is applied is the permanent employees, the working experience's minimum must be 2 years, and they can read.

#### *3.6 The Method of Data Collection*

In this study, the method applied to collect the data is using a questionnaire and observation.

### 3.7 The Technique of Data Analysis

- **The Measurement of the Research Variable**

The tool to measure the variable that is applied is using the Likert's scale.

- **Structural Equation Modelling (SEM)**

SEM-PLS aims to acquire a latent variable scores to predict the relationships between the construct. There are two steps applied within PLS-SEM, that is *an outer model* and *an inner model*.

- **Outer Model Analysis (Measurement Model)**

The measurement on the reflective model. It has some models such as *Convergent Validity*, *Discriminant Validity*, *Composite Reliability*, and *Cornbach's Alpha*.

- **Inner Model Analysis (Structural Model)**

This testing is done by looking for the relationship and influence between construct, significant score, and R square from the research model. In the structural model, it can be evaluated with some calculations like *R square*, *f square*, and *Variance Inflation Factor (VIF)*.

- **Hypothesis Testing**

Two analysis within the hypothesis testing is done by analyzing *Direct Effect (Path Coefficients)* and *Indirect Analysis*.

- **The Test of the Influence of A Mediator Variable (Sobel Test)**

Mediator variable is a type of variable that can influence the relationship between the free variable with a bound variable which possesses indirect relation.

## 4. Hypothesis Test

- **Direct Effects**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Value
<i>Workload</i> → kepuasan kerja	0.091	0.094	0.142	0.646	0.519
<i>External locus of control</i> → kepuasan kerja	-0.661	-0.684	0.258	2.565	0.011
<i>Work family conflict</i> → kepuasan kerja	-0.428	-0.440	0.190	2.259	0.024
<i>Workload</i> → stress kerja	0.065	0.065	0.044	1.461	0.145
<i>External locus of control</i> → stress kerja	0.622	0.624	0.085	7.325	0.000
<i>Work family conflict</i> → stress kerja	0.316	0.312	0.085	3.719	0.000
Stress kerja → kepuasan kerja	0.977	1.008	0.231	4.229	0.000

Source: Data Processing

● **Indirect Effects**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Value
<i>Workload</i> → stress kerja → kepuasan kerja	0.063	0.064	0.045	1.416	0.157
<i>External Locus of Control</i> → stress kerja → kepuasan kerja	0.607	0.635	0.188	3.233	0.001
<i>Work family Conflict</i> → stress kerja → kepuasan kerja	0.308	0.311	0.104	2.971	0.003
<i>Workload</i> → stress kerja → kepuasan kerja	0.063	0.064	0.045	1.416	0.157

Source: Data Processing

## 5. Results And Discussion

### 5.1 General Description of the Respondents

This study used primary data by collecting answers from the respondents that were directly distributed to the employees in the harvesting division. The process of collecting the data started on 14<sup>th</sup> January until 20<sup>th</sup> January with a total research distribution of 84 questionnaires with a percentage of 100% feedback. The respondents are dominated by men due to this job needs high physical strength, so the results productivity will be high. On the other hand, the employees who are working as croppers do not need certain skills and abilities, they only need physical energy from muscles, so most of the employees only hold a basic level of formal education.

### 5.2 Conclusion

Based on the study discussed, it can be concluded as followed:

- *Workload* has a positive influence on work satisfaction.
- *External locus of control* has a negative influence on work satisfaction.
- *Work-family conflict* does not have a negative influence on work satisfaction.
- *Workload* has a positive influence on work stress.
- *External locus of control* has a positive influence on work stress.
- *Work-family conflict* has a positive influence on work stress.
- Work stress has a positive influence on the employees' work satisfaction.
- Work stress cannot mediate *workload's* influence on work satisfaction.
- Work stress can mediate *the external locus of control's* influence on work satisfaction.
- Work stress can mediate *work-family conflict's* influence on work satisfaction.

### 5.3 The Research Implication

#### 5.3.1 Managerial Implication



Based on the results of this study, some implications can be used as suggestions and considerations. Hopefully, it can be useful for many parties who are concerned as followed:

- *The Workload* is signed by a lot of tasks assigned to the employees. The excessive *workload* will cause tiredness.
- *External locus of control* is one of the employees' personalities in the workplace. The employees are sure that the events that they experience when working are caused by external factors.
- *Work-family conflict* is crucial for the company. It should pay attention to what kind of policy is suitable to be applied in the company to create prosperity for its employees. The company needs to be concern with various factors such as job, family, and individual. Because in reality, those factors can cause the emergence of *work-family conflict*.
- The excessive work stress that is happened to the employees may cause tiredness both physically and mentally. Additionally, it can cause emotional reactions such as headaches, indigestion, and sensitivity.
- Satisfaction has a factor that influenced it, those are *workload*, *external locus of control*, *work-family conflict*, and *work stress*.

### 5.3.2 Theoretical Implication

The results of this study hopefully can be useful as a reference for the next researchers by developing the existing variables or adding other independent variables that potentially influence the employees' work satisfaction. The researcher also suggests expensing the research scope. Furthermore, seeking more references that are suited to the focus of the research, so can be beneficial to support further research and is expected to be better.

### 5.4 Research Limitation

- Since this research was done by distributing the questionnaire directly to the employees, it took a lot of time. Besides, the distance to reach the employees' working place is extremely far which is in the palm oil plantation itself.
- This study only focuses on the employees who are working as croppers. Further research is expected to expense the scope of the research, it can be the subject or the object of the research.
- Satisfaction is a multidimensional variable, hence further research might have a related variable that is more unique or variative.

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