



## The Influence of Workload and Personality on Organizational Commitment and Work Fatigue (Study on Nurses in Mataram City Hospital)

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### **Abstract**

This study examines the effect of workload and personality on nurses' organizational commitment and work fatigue at Hospital of Mataram City. Specifically, the purpose of this study was to determine the significance of the effect of workload, personality, and work fatigue on organizational commitment, to determine the significance of the effect of workload and personality on work fatigue, and to determine the mediating role of work fatigue variables in nurses. The population of this study were all nurses on duty at Hospital of Mataram City as many as 318 people, then the sample was taken using the Slovin formula so that a total of 77 nurses were obtained as respondents. This study uses structural equation model analysis with the smart PLS application. The results showed that workload and work fatigue had a significant negative effect on organizational commitment, while personality had a positive and insignificant effect on organizational commitment. Workload positively and significantly affects work fatigue, while personality has a significant influence on work fatigue in a negative direction. For the mediation of work fatigue in the effect of workload on organizational commitment of nurses at Hospital of Mataram, it was found that there was a partial mediating role, while in the effect of personality on organizational commitment a full mediating effect was found.

**Keywords:** *Workload; Personality; Work Fatigue; Organizational Commitment*

### **Introduction**

The success of an organization or company is largely determined by the quality of Human Resources. Employee commitment is one of the keys that also determines the success or failure of an organization to achieve its goals. Employees who are committed to the organization usually show a work attitude that is attentive to their duties, they have high responsibility for carrying out their duties and have loyalty to the company. Organizational commitment is a continuous process of concern and loyalty of members to the organization to achieve success and prosperity (Luthans, 2011).

Seeing this fact, it is necessary to look for the causes of the factors of reduced employee commitment to the organization. It is known that commitment is affected by workload (Arifin et al, 2016; Rudiyanto & Hanifa, 2021; Utami et al, 2019); personality (Farrukh et al, 2017; Koesmono, 2004; Sayuti

& Sammang, 2018); and work fatigue (Choirunnisak & Kurniawan, 2020; Rashad & Rosari, 2020; Wirajaya & Supartha, 2016). There are also findings in research suggesting burnout plays a role significant as an intervening effect of workload on commitment (Zanabazar & Jigjiddorj, 2022) as well as the influence of personality on commitment (Connect & Iring, 2014).

Based on several descriptions of opinions from HR management researchers, it can be seen that Gap Research will be a gap to be developed in this research, as well as being a novelty for current research with previous research. The findings that have been stated by previous researchers will be tested again at different times and places. Furthermore, the grand theory and research gap in the discussion on this background will be applied to the research object, namely the Mataram City Regional General Hospital (RSUD).

The Mataram City Hospital was used as the object of the research location because it is a public service institution that is most needed by the general public because it is engaged in the health sector. Meanwhile, in practice, there are still visible symptoms related to the phenomenon of organizational commitment, work fatigue, workload and personality among employees on duty at Mataram City Hospital. This research will focus on health workers who currently have a drastic increase in workload, so that they are physically vulnerable to fatigue due to the Corona Virus Disease (COVID-19) outbreak. This of course can have a significant impact on the commitment of health workers in Mataram City Hospital.

Based on the results of initial observations, report data from Public Relations of the Mataram City Hospital in 2020, it can be seen that there are still complaints from patients/families regarding the performance of nurses. The forms of these complaints include response time in services that are still slow, skills that need to be honed so that action times are faster, ways of communicating that are unclear and ineffective, and there are attitudes at work that are not friendly to patients. From the results of a customer satisfaction survey in Inpatient Rooms, the target of 90 percent has only been achieved on average 83.30 percent in 2020 (KMKP, 2020).

You can see the number of health workers (medical and non-medical) who resigned in 2021 as many as 52 people with various professions (Nurses, Medical Records, Pramuhusada, Electromedicine, Specialists, General Practitioners, Pharmacists, Nutritionists, Physiotherapists, Radiographers, Analysts Health, Transporter, Driver, Assistant Pharmacist, and Midwife) as explained by officials at the Personnel Section of the Mataram City Hospital during interviews during the initial observation. This phenomenon indicates the level of commitment of health workers at Mataram City Hospital has low commitment, both in terms of commitment to work as seen from the level of performance and in organizations with data on employees who have resigned. Furthermore, the results of the pre-survey by looking at the 2020 Nursing Sector report, you can see data on complaints from nursing staff complaining about their current job where new assignments are increasing with an increase in COVID-19 cases which must be handled quickly and precisely in treating patients. It is undeniable that the problem is that there are more than 100 health workers exposed to COVID-19 throughout 2020 due to an excessively high workload (K3 RSUD Kota Mataram, 2020).

There are various ways nurses have different personalities so that nurses continue to try to maximize service in different ways, as well as to deal with fellow nurses who have different personalities. Based on the results of initial observations, it was indicated that the personality possessed by nurses at the Mataram City Hospital was not in accordance with the expected personality type. The nurse's personality is very influential on her performance. Each individual has a personality different as well as the performance results. Therefore, the nurse's personality must be really known and understood so that her performance can be improved more optimally.

The magnitude of the responsibility of nurses in providing services to patients/community, where the number of nurses compared to the number of patients to be handled allows the occurrence of work fatigue in nurses. The nurse on duty on the night shift said she was more tired than the morning and

evening shifts. When nurses work the night shift, in the morning they also have to take care of housework, such as taking care of children and so on. In addition, the night shift nurse must also complete an accountability report for every activity in the hospital, so that the rest time is reduced which makes the nurse feel physically and mentally exhausted at work, which has an effect on health conditions. The conditions of work fatigue that are complained of include physical complaints such as dizziness, headaches, leg fatigue, pain in the neck and back, and difficulty sleeping due to irregular sleep patterns.

Currently, health workers, especially nurses, are experiencing work fatigue due to the increasing number of COVID-19 patients being treated in inpatient rooms. These complaints when finished wearing COVID-19 PPE (Personal Protective Equipment) which is required for super safety, which is more draining and mentally draining, especially excessive sweating resulting in dehydration of the officers. In addition, there were several patients who did not want to follow the inspection procedures according to regulations related to the COVID-19 pandemic, which showed unpleasant behavior towards the nurse on duty and checking the patient's health condition.

Based on the phenomena found in the Mataram City Hospital, it is interesting to conduct research and in-depth studies regarding the problems that occur in nurses. This research needs to be carried out to confirm the findings from various previous studies, where there are several variables that influence organizational commitment that get inconsistent results. Therefore, it is necessary to do research on the effect of workload and personality on job burnout and organizational commitment. This research is focused on knowing how much the contribution of workload and personality and work fatigue in forming organizational commitment.

## ***Literature Review and Hypothesis Development***

### **Workload and Organizational Commitment**

Gibson et al, (2012) explained that a highly variable workload causes a lack of organizational commitment. It is very clear that the workload is diverse and not in accordance with the competencies and skills possessed by employees will have an impact on the commitment of the organization concerned. Someone who accepts high task demands can cause physical fatigue and decreased employee organizational commitment. The existence of heavy and hard task demands can cause a workload. However, workload will not always interfere with a person's activities, it will even spur performance (eustress) and in the end can lead to maximum organizational commitment for employees as found by Arifin et al, (2016) and Utami et al, (2019).

Meanwhile Rudiyanto and Hanifa (2021) in their research journal stated that workload is not significant in influencing employee organizational commitment. Someone who accepts high task demands can cause physical fatigue and decreased employee organizational commitment. There are heavy and hard task demands can cause workload. This finding is reinforced by research conducted by Zanabazar and Jigjiddorj (2022) which proved that workload has a significant effect on organizational commitment.

H1: Workload has a significant effect on organizational commitment.

### **Personality and Organizational Commitment**

According to Ajzen and Fishbein (1980; in Mahyarni, 2013), a person's attitude and personality influence certain behavior if indirectly influenced by several factors that are closely related to behavior. McCrae and Costa (2008) added that personality is a characteristic that resides within a person that describes individual behavior that is used to interact with their environment. Then McCrae and Costa (2008) produced five factors of personality which were introduced by Lewis Goldberg as "The Big Five

Personality," the word "Big" (Big) refers to the finding that each factor classifies many specific traits, namely: extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience.

Based on Koesmono's research (2004) that personality is proven to be significant in influencing employee commitment to the organization. This is the basis of every person before showing his behavior, including his organizational commitment. Because personality is forming the tendency of human behavior. Allen and Meyer (1990) added that one of the factors that influence organizational commitment is the personal characteristics of individuals who have a stronger relationship with organizational commitment because of the different experiences of each member in an organization. In Farrukh et al's research, (2017) shows that personality has a significant positive influence on commitment. In line with that, Sayuti and Sammam (2018) showed that personality has a significant influence on organizational commitment.

H2: Personality has a significant effect on organizational commitment.

### **Work Fatigue and Organizational Commitment**

Burnout is a condition of physical, mental and emotional exhaustion experienced by someone who has worked in the social service sector for a long time, which is caused by the person giving something maximally, but getting minimal appreciation (Pines et al, 1981; in Ziemainz, 2015 ). Choirunnisak and Kurniawan (2020) state that emotional exhaustion in the burnout dimension has a negative effect on organizational commitment. It is known that burnout has a significant negative effect on commitment, burnout leads to reduced organizational commitment.

Based on research conducted by Rashad and Rosari (2020) states that work fatigue has a significant negative effect on employee commitment to the company. In work, the commitment of an employee who works in an agency is very necessary and it can be said that the commitment that encourages him to stay at his job. While fatigue at work is one of the factors causing a decrease in an employee's commitment. Therefore, if there is a case of work fatigue, it must be handled quickly and precisely because it can threaten to reduce an employee's commitment. So the higher the level of employee fatigue, the lower the organizational commitment.

H3: Work fatigue has a significant effect on organizational commitment.

### **Work Load and Work Fatigue**

Aristi and Hafiar (2014) say that the workload of each employee should be according to the ability of the employee himself, not too light and not too heavy. If too If the workload is too heavy, the volume of work for employees becomes more, resulting in decreased productivity due to fatigue. If the worker's ability is higher than the demands of the job, boredom will appear. On the other hand, if the worker's ability is lower than the job demands, more fatigue will appear.

According to Munandar (2010), workload is a condition of work with job descriptions that must be completed by the deadline. Each nurse has its own ability in relation to workload, they are only able to carry a load up to a certain weight in accordance with their work capacity. high workloads such as time loads, physical loads and mental loads related to work that requires dexterity in handling, caution, stamina and high concentration all the time in providing services, a nurse will easily experience burnout in the form of fatigue. This is in line with research conducted by Kusumaningrum et al, (2016); Malino et al, (2020); and Syamsu et al, (2019) with the results that workload has a positive and significant effect on burnout, high workload can cause employees to experience fatigue.

H4: Workload has a significant effect on work fatigue.

## Personality and Work Fatigue

The five personality types (The Big Five Personality) are personalities that will be the basis for associating and sharing with others, personalities that make people able to instill trust in others, personalities who are aware of everything related to life principles, have emotional stability and are open to new things. If all of these characters are owned by employees, then employees will be able to work more harmoniously with other employees, be able to build trust with other co-workers, have a high awareness of the meaning of life so they don't do things that are detrimental to themselves or others. Besides that, employees will also have emotional stability that can control them from negative attitudes both originating from themselves and others. In a person's personality, employees who have a positive self-evaluation will feel more satisfied with their work than those who have a negative self-evaluation (Robbins & Judge, 2015).

Hardiyanti (2013) in his research findings stated that The Big Five Personality influences the occurrence of burnout. Employee burnout arises because of the large amount of work to be done while the ratio of employees in the company is relatively limited, so that employees must handle workloads that exceed their abilities and experience mental and emotional exhaustion. Likewise Wahyuni and Dewi (2020) who stated in their research findings that five personality traits significantly influence burnout. Work fatigue among employees can be seen from the attitude of employees towards the people they serve. If there are complaints that indicate depersonalization, then that is an early indication that the employee is experiencing symptoms of burnout.

H5: Personality has a significant effect on work fatigue.

## Methods

In this research, what we want to know is the effect of workload and personality on organizational commitment and work fatigue. The data collection method in this study used Proportional Random Sampling. This is because the population in the study is homogeneous as many as 318 people. Based on the calculation of the Slovin formula, the sample size for this study was 77 nurses. The rate of returning questionnaires by respondents in this study was very high (100%), this was because the researchers came to the research location every day during the distribution of the questionnaires. From a total of 77 questionnaires received, all questionnaires were eligible for analysis (100%).

This study uses structural equation model analysis (SEM analysis) with the SmartPLS application. The PLS evaluation model is based on non-parametric predictive measures. Testing the measurement model or outer model is used to validate the research model, namely by testing construct validity (convergent and discriminant validity), and testing internal consistency (construct reliability). Meanwhile, the structural model or inner model is done by predicting the causal relationship between variables. Structural model testing is seen through the bootstrapping process, as well as the T-Statistics test parameters. The structural model (inner model) was evaluated by looking at the percentage of variance explained by the R<sup>2</sup> value for the dependent latent construct using the Stone-Geisser Q Square Test and also by looking at the structural path coefficients.

## Results

The measurement model test provides an overview of the relationship of each indicator to its latent variable. There are three criteria for assessing a measurement model, namely the construct validity (convergent and discriminant validity) of the indicators and composite reliability for the indicator block. It is known that there are no indicator items that have a loading score greater than 0.30 so that all indicators are not dropped or deleted. The AVE root value of each variable has a value greater than 0.50,

thus it can be stated that all variables in this research model consisting of workload, personality, work fatigue and organizational commitment are valid. All variables in the study are reliable, this is shown by the Cronbach's Alpha value which is greater than 0.60 and the Composite Reliability value for each research variable which is greater than 0.70.

The R-Square value is used to calculate the Q-Square test with the aim of predictive relevance, namely measuring how well the observed values produced by the model and also the parameter estimates. A Q-Square value that is greater than zero indicates that the model has predictive relevance, while a Q-Square value that is less than zero indicates a model that has less predictive relevance. The magnitude of the Q-Square value has a value with a range of  $0 < Q^2 < 1$ , where the Q-Square number that is closer to 1 means that the model is getting better. The formula for obtaining Q-Square is:

$$Q^2 = 1 - (1 - R_1^2) (1 - R_2^2) \dots (1 - R_p^2)$$

Table 1. R-Square Value

Dependent variable	R Square
Work fatigue (Z)	0,523
Organizational Commitment (Y)	0,728

Based on the data in Table 1, a Q-Square value of 0.659 is obtained. This means that the research model related to the effect of workload and personality on work fatigue and organizational commitment has predictive relevance, because it has a value greater than zero. Thus it can be stated that the structural equation model proposed is feasible to be used as a basis in the process of determining the prediction of research results.

Furthermore, testing the research hypothesis by looking at the value of the path coefficient and the value of the T-Statistics. Testing the path coefficient according to Hartono in Jogiyanto (2011), a measure of the significance of the hypothesis support can be used to compare the values of T-Table and T-Statistics. If the T-Statistics value is higher than the T-Table value, it means that the hypothesis is supported. For a 95 percent confidence level (5% alpha), the T-Table value for the two-tailed hypothesis is  $\geq 1.64$ .

Table 2. Structural Model

Variable Relationships	Path Coefficient	T Statistic	P Values	Description
Work Load $\rightarrow$ Org. Commitment	-0,191	2,305	0,006	Significant
Personality $\rightarrow$ Org. Commitment	0,090	0,257	0,798	Not Significant
Work Fatigue $\rightarrow$ Org. Commitment	-0,717	3,385	0,000	Significant
Work Load $\rightarrow$ Work Fatigue	0,458	4,479	0,000	Significant
Personality $\rightarrow$ Work Fatigue	-0,510	2,600	0,010	Significant
Work Load $\rightarrow$ Work Fatigue $\rightarrow$ Org. Commit.	-0,288	3,563	0,000	Partial Mediation
Personality $\rightarrow$ Work Fatigue $\rightarrow$ Org. Commit.	0,348	2,167	0,031	Fully Mediation

Based on the results of data analysis, it shows that there are 4 (four) direct effects between variables that have a significant effect, while 1 (one) effect is not significant. While the role of work fatigue shows that there is a partial mediation role for the effect of workload on commitment, and a Full Mediation role for the influence of personality on commitment.

## **Discussion**

### **Effect of Workload on Organizational Commitment**

The first hypothesis which states that the workload of nurses in Mataram City General Hospital has a significant negative effect on organizational commitment is accepted in this study. The meaning is, if the workload of nurses at Mataram City General Hospital is heavy, then these nurses will have low commitment to the organization where they work. If you look at the average score data for the opinions of 77 respondents, the nurses at the Mataram City Hospital have a very heavy workload.

These results support previous research which stated that workload has a negative effect on organizational commitment (Arifin et al, 2016; and Utami et al, 2019). This study provides consistent support for previous findings which have stated that workload has a negative effect on organizational commitment. Research by Rudiyanto and Hanifa (2021) also shows that excessive (negative) workload can have a negative impact on one's organizational commitment. This finding was confirmed by Zanabazar and Jigjiddorj (2022) which proved workload had a significant negative effect on organizational commitment. Those with too much workload can feel stressed and exhausted, which can reduce their motivation to contribute to the organization and show loyalty to the organization. Excessive workload can reduce a worker's time and energy that they can dedicate to developing positive relationships with co-workers and management, which can affect their sense of community and loyalty to the organization.

### **The Effect of Personality on Organizational Commitment**

The second hypothesis proposed is that personality has a significant positive effect on organizational commitment. A reasonable expectation, considering that a strong personality is often associated with a high level of commitment to the organization. However, after going through a series of statistical tests, the results were not as expected. This study rejects the second hypothesis which states that personality has no significant positive effect on organizational commitment. The rejection of this second hypothesis indicates that there is no strong enough statistical evidence to support a significant positive effect between personality and organizational commitment. Although there is an influence of personality on organizational commitment in some cases, this finding suggests that other variables may play a more important role or that the effect is complex and indirect. These findings indicate that the level of organizational commitment is not solely determined by one's personality.

According to Jewell and Siegall (1998), organizational commitment is basically formed by a person's personal value system, where the value system is a manifestation of the individual's personality. Personality is a relatively fixed and consistent characteristic that influences individual behavior. Ajzen and Fishbein (1980; in Mahyarni, 2013) state that a person's attitude and personality influence certain behaviors through the indirect influence of factors closely related to that behavior. Good nurse personalities can contribute to increasing their organizational commitment as found by Koesmono (2004) and Farrukh et al, (2017). Koesmono's research (2004) stated that personality has a significant impact on the level of employee commitment to the organization.

Personality is a factor that forms the basis for individual behavior, including in terms of commitment to the organization. Allen and Meyer (1990) stated that individual personal characteristics play an important role in affect organizational commitment, because each member of the organization has a different experience. In research conducted by Farrukh et al, (2017), personality is shown to have a significant positive influence on organizational commitment. In line with Sayuti and Sammang's research (2018) which shows that personality, including Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness to Experience, has a significant influence on organizational commitment.

## The Effect of Work Fatigue on Organizational Commitment

The results of the data analysis show that work fatigue among nurses at the Mataram City Hospital has a negative effect on organizational commitment, so the third hypothesis which states that work fatigue has a significant negative effect on organizational commitment can be accepted. This means that if a nurse often experiences work burnout in her work, the lower her commitment to her work. HR management must pay attention so that nurses avoid excessive work fatigue, because this can reduce the degree of organizational commitment of nurses.

According to Pines et al, (1981; in Ziemainz, 2015), burnout is a condition of physical, mental, and emotional exhaustion experienced by individuals who have worked in the social service sector for quite a long time. Work fatigue has been shown to have a negative effect on nurses' organizational commitment. This finding supports the results of the research by Wirajaya and Supartha (2016) which shows that there is an opposite effect between work fatigue and workers' organizational commitment. The results of this study are consistent with previous studies such as the findings of Choirunnisak and Kurniawan (2020) which state that job fatigue has a negative effect on organizational commitment. Organizational commitment means more than passive loyalty, but involves an active relationship and the nurse's desire to make a meaningful contribution to the organization. Organizational commitment is also related to job burnout (Rashad & Rosari, 2020). In work, the commitment of a worker who works in an agency is very necessary and it can be said that this commitment encourages them to stay in their jobs. While fatigue at work is one of the factors causing a decrease in a worker's commitment. Therefore, if there is a case of work fatigue, it must be handled quickly and precisely because it can threaten to reduce worker commitment. So the higher the level of work fatigue, the lower the organizational commitment.

## Effect of Workload on Work Fatigue

The fourth hypothesis in this study states that there is a significant positive effect between workload on nurses at the Mataram City Hospital and work fatigue. The results of the analysis of the parameter coefficients that test the effect of workload on work fatigue indicate a positive direction. The coefficient value obtained is 0.458, and the resulting T-statistic value is 2.846. The findings from this test confirms that workload has a significant positive effect on the level of work fatigue. Thus, the fourth hypothesis proposed in this study can be accepted.

The results of the data analysis showed that there was a significant positive effect of the workload of the nurses at the Mataram City Hospital on work fatigue. The fourth hypothesis in the study says that workload has a significant positive effect on work fatigue, which is acceptable.

The results of this study confirm and support the findings in a study conducted by Kusumaningrum et al, (2016). Their research states that it is true that workload has a positive and significant effect on work fatigue, high workload can cause employees to experience fatigue. The results of research conducted by Malino et al, (2020) revealed interesting findings regarding the relationship between workload and work fatigue. These findings have been confirmed by the results of this study, which show that workload has a positive and significant effect on the level of work fatigue experienced by individuals. In this context, research findings also indicate that job burnout acts as a mediating factor between workload and organizational commitment. This shows the complexity of the relationship between workload, job burnout, and organizational commitment in the context of the research conducted.

## The Effect of Personality on Work Fatigue

The fifth hypothesis in this study states that there is a significant negative effect between the personality of nurses at Mataram City Hospital and the level of work fatigue. Based on the results of the analysis of the parameter coefficients that test the influence of personality on work fatigue, it appears that there is a negative direction. The coefficient value obtained is -0.320, and the resulting T-statistic value is



-2.196. The findings from this test support the proposed hypothesis, because the T-statistic value is below -1.96. Therefore, it can be stated that personality has a significant negative effect on the level of job burnout. Thus, the fifth hypothesis can be accepted.

These findings confirm the results of Hardiyanti's research (2013) which states that five personality traits significantly affect work fatigue. Work fatigue among employees can be seen from the attitude of employees towards the people they serve. If there are complaints that indicate depersonalization, then that is an early indication that the employee is experiencing work fatigue. The same thing was conveyed by Wahyuni and Dewi (2020) in their research findings, where five significant personality traits were proven to have an effect on work fatigue with a contribution of 70.90 percent. Employee fatigue can be seen through their attitude towards the individuals served. If there are complaints that indicate depersonalization, this is an early sign that the employee is experiencing symptoms of burnout or work fatigue.

### **Effect of Workload on Organizational Commitment Through Work Fatigue**

Based on the results of the analysis, it shows that organizational commitment is influenced by workload, and work fatigue functions as a partial mediation variable between workload and organizational commitment. This means that workload can significantly affect organizational commitment to nurses in Mataram City Hospital through or without going through work fatigue intervening variables. The results of this study illustrate that a nurse who experiences excessive workload at work will have a high frequency of work fatigue, thereby reducing organizational commitment to nurses at the Mataram City Hospital.

### **The effect of workload on organizational commitment through job burnout**

Based on several related organizational psychology theories and concepts. In this study, there is an influence between workload, work fatigue, and organizational commitment. Each job has a different level of workload, which is related to the quantity and quality of tasks that must be completed in a certain time. High workload can cause work fatigue, pressure, and stress on workers. When the workload becomes too high, this can result in decreased productivity, job satisfaction, and worker welfare.

Job burnout is a psychological condition associated with fatigue, loss of interest and motivation, and inability to cope with the pressure and stress that arises at work. Job burnout can affect performance, organizational commitment, job satisfaction, and worker welfare. Employee commitment to the organization they work for has an important impact on employee performance, job satisfaction, and retention. There are three types of organizational commitment, namely affective commitment (emotional attachment), normative commitment (moral obligation), and continuity commitment (perceived cost of leaving). High organizational commitment tends to be positively correlated with performance and job satisfaction, and negatively with absenteeism and desire to leave the organization.

High workload can lead to burnout, which in turn can affect organizational commitment. Job burnout can lead to a decrease in organizational commitment by reducing workers' motivation, interest, and emotional attachment to the organization where they work. Therefore, management must pay attention to the level of workload and work fatigue of employees and take steps to manage them properly, such as providing social support, skills training, and flexibility in assignments and work schedules. This can help improve employee well-being and performance, as well as increase organizational commitment.

### **The Effect of Personality on Organizational Commitment Through Work Fatigue**

Based on the results of the analysis, it shows that organizational commitment is not directly influenced by personality, where job fatigue functions as a full mediation variable between personality and organizational commitment. This means that personality is able to influence organizational

commitment to nurses in Mataram City Hospital by means of work fatigue intervening variables. The results of this study illustrate that a nurse who has a good personality will not feel excessive work fatigue, so that she can create high organizational commitment. Vice versa, the worse the personality will increase the work fatigue felt by nurses, so that it can reduce their level of organizational commitment to be even lower.

The results of the study found that personality indirectly had a positive effect on organizational commitment to nurses at Mataram City Hospital through work fatigue. This means that increasing the nurse's personality will indirectly increase organizational commitment if the fatigue experienced is low. Personality here is related to The Big Five Model theory which has an influence on organizational commitment through work fatigue as an intervening variable.

One aspect of employee performance that can be influenced by personality is organizational commitment. Organizational commitment is the willingness of employees to remain in an organization, which is usually based on their perception of the organization's values and goals, interpersonal relationships, and job satisfaction. In this context, The Big Five Model can affect organizational commitment through burnout as an intervening variable.

Based on the findings in the study, it is stated that The Big Five Model can influence job burnout and ultimately affect organizational commitment. Individuals with high levels of neuroticism tend to be more prone to stress and work burnout, while individuals with high levels of conscientiousness tend to be better able to cope with stress and work burnout. This can affect the level of organizational commitment, where individuals with high levels of neuroticism tend to have lower levels of organizational commitment, while individuals with high levels of seriousness tend to have higher levels of organizational commitment. Therefore, management should pay attention to employee personality characteristics and take measures to manage burnout, such as providing social support and skills training. This can help improve employee well-being and performance, as well as increase their organizational commitment.

## ***Conclusions***

Based on the results of inferential statistical analysis it can be concluded: workload has a negative and significant effect on organizational commitment; personality has no significant positive effect on organizational commitment; work fatigue has a negative and significant effect on organizational commitment; workload has a significant positive effect on work fatigue; personality has a significant negative effect on work fatigue; organizational commitment is influenced by workload, and work fatigue serves as a partial mediation variable between workload and organizational commitment; Organizational commitment is also influenced by personality through work fatigue as an intervening variable for nurses at Mataram City Hospital.

## ***Recommendations***

Based on the results of tests on the variables of workload, personality, work fatigue, and organizational commitment, the policy implications suggested in this study include that the Mataram City Hospital is expected to be able to manage employee workload wisely, because too high a workload can affect health and employee performance. If the workload can be managed properly, this can increase employee commitment to the organization. Need management support efforts and adequate resources. Management ensures employees have access to the necessary support and resources to complete their tasks. They provide relevant training, efficient work tools and solid team support. With this support, employees feel supported and are able to manage tasks better, and are able to improve their welfare.

Mataram City Hospital management is expected to pay attention to the personality of the nurses. Things that must be considered in the personality of nurses so that their organizational commitment increases such as: empathy; professionalism; commitment to the patient; motivation; nurse adaptability. So that they can provide a high commitment to the organization where they work. The management of the Mataram City Hospital is also expected to be able to manage the work fatigue of its nurses effectively so that it can help increase the organizational commitment of nurses. Several ways can be done to manage work fatigue in order to increase organizational commitment such as implementing a work-life balance policy. Encouraging a balance between work life and personal life is an important step in managing burnout. Companies can provide flexibility in work schedules, such as allowing adequate time off. This will provide an opportunity for employees to rest and recharge their energy.

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