

The Influence of Workload on Employee Loyalty at the Department of Manpower, Cooperatives, Small and Medium Enterprises, Serdang Bedagai Regency

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Abstract

This study aims to examine the influence of workload on employee loyalty at the Department of Manpower, Cooperatives, Small and Medium Enterprises in Serdang Bedagai Regency. A quantitative approach was employed with a sample of 35 employees, and data were analyzed using descriptive statistics, validity and reliability testing, and simple linear regression with SPSS version 25. The descriptive findings revealed that workload ($M = 4.74$, $SD = 0.42$) and employee loyalty ($M = 4.57$, $SD = 0.41$) were perceived at high levels, indicating demanding yet consistent work responsibilities alongside strong organizational commitment. The regression results demonstrated that workload has a significant and positive effect on employee loyalty, with a coefficient value of 1.189, a standardized Beta of 0.767, and a t-value of 9.566 ($p < 0.05$). The coefficient of determination showed that workload explained 58.8% of the variance in employee loyalty, while the adjusted R^2 value of 0.691 confirmed strong explanatory power. These results suggest that when employees perceive their workload as meaningful and structured, their sense of loyalty toward the organization increases. The findings highlight workload as a dominant predictor of employee loyalty in public sector organizations. However, other factors such as leadership, compensation, and organizational culture also play a role in shaping long-term commitment. Therefore, effective workload management, complemented by comprehensive human resource strategies, is essential to sustain employee loyalty and enhance organizational performance in government institutions.

Keywords: Workload, Employee Loyalty, Public Sector

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Introduction

Workload is one of the most critical factors influencing employee behavior, performance, and long-term attachment to an organization. In the public sector, where responsibilities are often complex and resource constraints are common, the level of workload directly affects not only efficiency but also the loyalty of employees [1]. Employee loyalty, which refers to the psychological commitment and intention of employees to remain within the organization, is essential for ensuring consistent service delivery, institutional stability, and organizational [2]. Within the context of the Department of Manpower, Cooperatives, Small and Medium Enterprises in Serdang Bedagai Regency, employee loyalty is particularly important because the agency plays a strategic role in labor regulation, entrepreneurship support, and SME development, all of which require stable and committed human resources.

Previous studies have examined the relationship between workload and employee-related outcomes. For instance, heavy workloads have been shown to contribute to stress, job dissatisfaction, and turnover intentions, which in turn can reduce organizational loyalty [3]. Conversely, a balanced workload that matches employee capacity has been associated with higher job satisfaction, motivation, and organizational commitment [4]. Several studies have also emphasized the mediating role of job satisfaction, stress, and work-life balance in explaining how workload influences loyalty [5]. However, despite extensive research on workload and performance outcomes, limited empirical studies have focused specifically on workload and employee loyalty within the public sector context in Indonesia, particularly at regional government offices.

The scientific novelty of this study lies in its focus on analyzing workload as a direct predictor of employee loyalty in a public institution with multifaceted responsibilities, such as manpower regulation and SME development. Unlike previous studies that concentrated mainly on private-sector organizations or broader constructs like job performance, this research specifically addresses the unique dynamics of loyalty within a government office. By doing so, it contributes to bridging the gap in the literature regarding the effect of workload on loyalty in the context of local governance [6].

Based on the literature gap, the research problem can be formulated as follows: Does workload significantly influence employee loyalty at the Department of Manpower, Cooperatives, Small and Medium Enterprises in Serdang Bedagai Regency? This question is particularly relevant given the increasing demands placed on public employees to deliver quality services despite limited resources and administrative challenges. Understanding how workload shapes loyalty provides both theoretical and practical insights for human resource management in government institutions.

The purpose of this article is to analyze the effect of workload on employee loyalty at the Department of Manpower, Cooperatives, Small and Medium Enterprises in Serdang Bedagai Regency. Specifically, the study aims to provide empirical evidence on the extent to which workload contributes to employee loyalty, thereby offering practical recommendations for workload management and employee retention strategies in public sector organizations.

Literature Review

Workload is generally defined as the amount of tasks, responsibilities, and demands that employees must handle within a given period of time [7]. According to Robbins and Judge, workload can be categorized into two dimensions: quantitative workload, which refers to the number of tasks that must be completed, and qualitative workload, which relates to the complexity or difficulty of tasks [8]. Excessive workload has been associated with higher levels of stress, job dissatisfaction, and burnout, while a balanced workload can promote engagement, productivity, and organizational commitment [9].

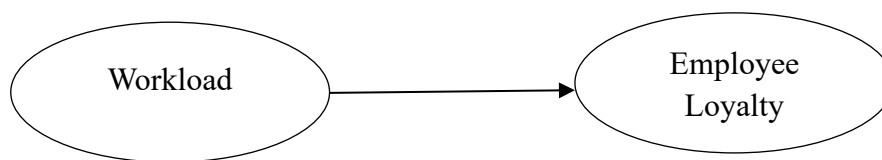
Employee loyalty refers to the degree of commitment, attachment, and willingness of employees to remain with an organization over time [10]. It encompasses both affective loyalty, which reflects emotional attachment, and continuance loyalty, which is driven by the perceived

costs of leaving [11]. Loyalty is crucial for organizational sustainability because loyal employees contribute to lower turnover, higher productivity, and stronger institutional culture. In the public sector, employee loyalty ensures continuity in delivering services, particularly in local government agencies tasked with labor regulation, entrepreneurship development, and SME support.

The relationship between workload and employee loyalty has been explored in several studies. High workload has been shown to negatively affect employee well-being, which can in turn reduce loyalty. For example, studies in both private and public organizations revealed that employees experiencing work overload are more likely to exhibit absenteeism, lower morale, and higher turnover intentions. On the other hand, moderate and well-managed workload has been found to enhance employees' sense of responsibility, achievement, and long-term commitment to the organization [12].

Several mediating and moderating factors have been identified in the workload–loyalty relationship. Job satisfaction, stress management, and organizational support are among the key variables that determine whether workload leads to positive or negative outcomes. A supportive work environment and effective workload distribution can mitigate the adverse effects of high demands, thereby maintaining or even strengthening employee loyalty. This highlights the importance of managerial strategies in ensuring workload balance to foster commitment and loyalty.

In the Indonesian context, empirical studies on workload and employee loyalty are still limited, especially within regional government institutions. Most prior research has focused either on workload and performance or on general aspects of job satisfaction without directly addressing loyalty. Therefore, this study offers a novel contribution by specifically examining how workload influences loyalty among public sector employees in Serdang Bedagai Regency, a setting where loyalty is vital for the continuity of services in manpower, cooperatives, and SME development. This study conceptualized Workload as the independent variable (X) and Employee Loyalty as the dependent variable (Y) as shown on the following figure.



The hypothesis is:

Ha : Workload positively influences employee loyalty at the Department of Manpower, Cooperatives, Small and Medium Enterprises, Serdang Bedagai Regency.

Ho : Workload does not positively influence employee loyalty at the Department of Manpower, Cooperatives, Small and Medium Enterprises, Serdang Bedagai Regency.

Research Methodology

This study employs a quantitative associative-causal research design, which aims to analyze the pattern of relationships between variables in order to determine the influence of two independent (exogenous) variables on a dependent (endogenous) variable. The research was conducted at the Department of Manpower, Cooperatives, Small and Medium Enterprises, Serdang Bedagai Regency. The data collection process was carried out from March to August 2025.

According to Sugiyono, a population is defined as the generalization area consisting of objects or subjects that possess specific qualities and characteristics established by the researcher to be studied and from which conclusions are drawn. In this study, the population comprises the entire workforce of the Agency, totaling 35 employees, with the following distribution:

Table 1. Population Size

No.	Status	Number of Employees
1.	Civil Servants (ASN)	35
Total		35

Sumber: Department of Manpower, Cooperatives, Small and Medium Enterprises, Serdang Bedagai Regency

The sampling technique employed in this study was purposive sampling. According to Sugiyono, purposive sampling is a technique for determining samples based on specific considerations. The rationale for using purposive sampling is that it is appropriate for quantitative research, particularly studies that do not aim for broad generalization. Based on this approach, the research sample consisted solely of civil servants (ASN) [14], with a total of 35 employees [15].

The data utilized in this research were obtained from questionnaires distributed to respondents across all divisions of the Agency. The analytical method applied was quantitative data analysis using SPSS version 25.0.

The data collected using structured questionnaires distributed to all employees across divisions within the office. The data will be analyzed using quantitative statistical methods with SPSS version 25.0. Several steps will be performed.

Validity testing ensures that questionnaire items accurately measure the intended variables. An item is valid if the correlation coefficient (*r-count*) exceeds the critical value (*r-table*). Reliability testing will use Cronbach's alpha, where a value greater than the critical value indicates reliability.

The regression model applied in this study was formulated as follows:

$$Y=a+bX$$

Where:

Y = Employee loyalty

X = Workload

a = Constant

b = Regression Coefficient

The t-test was conducted to determine the significance of the influence of the independent variable on the dependent variable. Furthermore, the coefficient of determination (R^2) was used to measure the extent of the effect of the independent variable on the dependent variable. In other words, the coefficient of determination was applied to evaluate how strongly the independent variable, namely Workload (X), influences the dependent variable, Employee loyalty (Y). The value of R^2 ranges between 0 and 1 ($0 < R^2 < 1$), indicating that when $R^2 = 0$, there is no influence between X and Y, while the closer R^2 approaches 1, the stronger the relationship between X and Y. The determination test was conducted using SPSS version 25.0.

Results

4.1 Research Findings

4.1.1 Descriptive Analysis

Descriptive analysis in this test was employed to identify the minimum and maximum scores, mean scores, and standard deviations of each variable. The results are as follows:

The table title is at the top, while the image title is written below. If tables and figures can be included in a single column, then the writing example is as follows:

Table 1. Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Workload	35	3.19	5.00	4.74	0.42
Employee loyalty	35	3.55	5.00	4.57	0.41

Source: SPSS output, version 25.0

The descriptive statistical analysis was conducted to identify the minimum, maximum, mean, and standard deviation scores of the research variables, namely Workload and Employee Loyalty.

The results show that the Workload variable (N = 35) has a minimum score of 3.19 and a maximum score of 5.00, with a mean value of 4.74 and a standard deviation of 0.42. These results indicate that employees generally perceive their workload to be at a high level, with relatively low variability. This suggests a consistent perception among respondents that their work demands are substantial and uniform across the organization.

Meanwhile, the Employee Loyalty variable (N = 35) demonstrates a minimum score of 3.55 and a maximum score of 5.00, with a mean of 4.57 and a standard deviation of 0.41. This reflects that employee loyalty is also rated high, though with slightly greater variation compared to workload. This variability suggests that while most employees show strong loyalty to the organization, individual differences in loyalty perceptions remain present.

Overall, the descriptive results suggest that both workload and employee loyalty are perceived positively at relatively high levels among respondents. This provides an initial indication that while workload is demanding, employees tend to maintain loyalty toward the organization, which may imply the presence of effective organizational practices that sustain commitment despite high work demands.

4.2 Validity and Reliability Tests

The validity test was conducted using the Corrected Item-Total Correlation. Results showed that all items of both variables had correlation coefficients above the threshold value (0.2387) with significance levels below 0.05. Thus, all items were considered valid.

Reliability was tested using Cronbach's Alpha. The values for both variables were above 0.60, indicating strong internal consistency:

1. Workload : $\alpha = 0.3231$ (5 items)
2. Employee loyalty : $\alpha = 0.3678$ (4 items)

This confirms that the research instrument was reliable .

4.3 Regression Analysis

4.3.1 Simple Linear Regression

A regression analysis was conducted to evaluate the effect of Workload on employee loyalty.

Table 2. Regression Results

Model	B	Std. Error	Beta	t
(Constant)	9.876	2.319	–	4.151
Workload	1.125	0.137	0.751	9.773

Dependent Variable: Employee loyalty

The regression analysis results indicate that the constant value is 9.876 with a t-value of 4.151, suggesting that employee loyalty remains at a positive baseline even in the absence of workload as a predictor. The regression coefficient (B) for Workload is 1.125 with a standard error of 0.137, and the standardized Beta value is 0.751, which demonstrates a strong positive

effect. The t-value of 9.773 confirms that the relationship between workload and employee loyalty is statistically significant.

These findings imply that for every one-unit increase in workload, employee loyalty is expected to rise by 1.125 units. This suggests that workload, when managed effectively, may foster a sense of responsibility, accountability, and organizational commitment among employees, thereby strengthening their loyalty. The high Beta value also reinforces that workload is a dominant predictor of employee loyalty in this context.

Overall, the regression results highlight the importance of workload as a significant factor influencing employee loyalty. This means that workload management plays a crucial role in shaping employees' long-term commitment to the organization, particularly in public sector institutions where stability and sustained loyalty are essential for consistent service delivery.

4.3.2 Coefficient of Determination (R^2)

The coefficient of determination (R^2) was calculated to measure the proportion of variance in employee loyalty explained by Workload.

Table 3. Coefficient of Determination

Model	R	R^2	Adjusted R^2
1	0.771	0.588	0.691

Source: SPSS output, version 25.0

The model summary indicates that the correlation coefficient (R) is 0.771, showing a strong positive relationship between workload and employee loyalty. This means that higher levels of workload are strongly associated with higher levels of employee loyalty within the organization.

The coefficient of determination (R^2) is 0.588, which implies that 58.8% of the variance in employee loyalty can be explained by workload. This demonstrates that workload plays a substantial role in shaping employees' loyalty. Meanwhile, the Adjusted R^2 value of 0.691 suggests that after adjusting for the sample size and the number of predictors, the model still maintains strong explanatory power.

These results highlight that while workload significantly contributes to employee loyalty, the remaining 41.2% of variance is influenced by other factors not included in the model, such as organizational culture, leadership style, compensation, and non-financial incentives. Overall, the findings reinforce that workload is a major predictor of employee loyalty, but it should be considered alongside other determinants to fully understand employee commitment in public sector organizations.

4.3.3 Hypothesis Testing (t-Test)

The hypothesis testing was carried out using the t-test.

H₀ : Workload does not positively influence employee loyalty.

H_a : Workload positively influenced employee loyalty.

Table 4. t- Test Result

Model	B	Std. Error	Beta	t
(Constant)	9.354	2.743	—	4.221
Workload	1.189	0.173	0.767	9.566

Dependent Variable: Employee loyalty

The regression analysis shows that the constant value is 9.354 with a t-value of 4.221, indicating that employee loyalty maintains a positive baseline even in the absence of workload as a predictor. The regression coefficient (B) for Workload is 1.189 with a standard error of 0.173, and the standardized Beta value is 0.767, which reflects a strong positive influence of

workload on employee loyalty. The t-value of 9.566 exceeds the critical threshold ($p < 0.05$), confirming that the effect of workload on employee loyalty is statistically significant.

These findings suggest that for every one-unit increase in workload, employee loyalty is predicted to increase by 1.189 units. This indicates that employees tend to exhibit greater loyalty when workload levels are perceived as meaningful and manageable, as they may interpret such demands as a sign of trust and responsibility from the organization. The high Beta value also demonstrates that workload is a dominant factor shaping loyalty in this context.

Overall, the results of the t-test support the alternative hypothesis (H_a) that workload has a positive and significant effect on employee loyalty, while rejecting the null hypothesis (H_0). This confirms that workload is an important predictor of employee loyalty, particularly in public sector institutions such as the Department of Manpower, Cooperatives, Small and Medium Enterprises in Serdang Bedagai Regency, where sustained employee commitment is vital for consistent service delivery and organizational performance.

Conclusion

The findings of this study provide clear evidence that workload exerts a strong and positive influence on employee loyalty within the Department of Manpower, Cooperatives, Small and Medium Enterprises in Serdang Bedagai Regency. The descriptive analysis showed that both workload and employee loyalty were rated at relatively high levels, with mean scores of 4.74 and 4.57, respectively. This indicates that employees generally perceive their workload as demanding yet manageable, while still maintaining a strong commitment to the organization. The results of the regression analysis further confirmed this relationship, with a standardized Beta coefficient of 0.767 and a significant t-value of 9.566, demonstrating that workload is a dominant factor in predicting employee loyalty. The positive coefficient suggests that when employees experience structured and meaningful workloads, their sense of loyalty strengthens. This highlights the importance of effective workload management in fostering long-term employee commitment, especially in public service institutions where consistency and dedication are critical.

The coefficient of determination also reinforced these findings, revealing that workload explains 58.8% of the variance in employee loyalty, while the adjusted R^2 of 0.691 indicates robust explanatory power even after adjustments. Although workload significantly contributes to employee loyalty, the remaining variance underscores the influence of other organizational factors, such as leadership, compensation, culture, and recognition. Therefore, while workload is a crucial driver of employee loyalty, it must be integrated with broader human resource strategies to ensure sustainable employee engagement and organizational effectiveness.

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