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The Workload and Organizational Commitment to Job Satisfaction

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Abstract:
One of the employee performances is influenced by job satisfaction. Job satisfaction is achieved if the work produces the desired results. This article analyzes the effect of workload and organizational commitment on employee job satisfaction of PT. Perkebunan Nusantara III (Persero) Medan. The sample consisted of eighty-nine respondents, namely all company employees from various work units with proportional random sampling as a sample technique. Data were collected by distributing questionnaires to respondents then processed using multiple regression analysis. It was found that organizational commitment has an influence on employee job satisfaction, conversely not with workload. Simultaneously, workload and organizational commitment have an influence on employee job satisfaction. To increase job satisfaction of PT. Perkebunan Nusantara III (Persero) Medan was given several suggestions in this article.

Keywords: Workload, organizational commitment, job satisfaction, proportional random sampling

1. Introduction

Human resources are very valuable assets and play an important role in every company activity so they must be managed well in order to be able to make optimal contributions. Quality human resources will determine the success of the company in preparing plans, carrying out operational activities and controlling the course of the company in order to achieve the goals set (Kassymova et al., 2019), (Stewart & Brown, 2019).

Human resources is required to have the ability to translate business strategies adopted by the company, into concrete actions on the ground (Harahap & Amanah, 2018). Not only is it obliged to carry out responsibilities in the work, but human resources also have a variety of needs that are entitled to be met by the company. In this case, the company must also pay attention to the needs of employees by giving awards and fair treatment as a reciprocal relationship and the appropriate compensation for services in order to increase employee job satisfaction(S. Miao, Fayzullaev, & Dedahanov, 2020), (Appiah, 2019).

Employees are the main assets of the organization and have a strategic role as thinkers, planners and controllers of organizational activities (Harmen, Amanah, Harahap, & Naibaho, 2019), through continuous human resource empowerment (Agustini, Amanah, & Harahap, 2018), placing work in the right position will facilitate employees to perform tasks and minimize the occurrence of errors that are not desired by the company (Ermiati, Amanah, Harahap, & Tanjung, 2018). Workers are motivated, will make employees willing and direct desires in completing their responsibilities so that workers and company goals can be achieved (Harahap, Agustini, & Amanah, 2017).

Job satisfaction is an assessment, feelings or attitudes of employees towards their work related to the work environment, type of work, compensation, relationships between coworkers, social relations at work and so on (O'Hara, Burke, Ditomassi, & Lopez, 2019), (Buyukgoze-Kavas & Autin, 2019). Job satisfaction is important in companies because it is believed that job satisfaction can strengthen the effectiveness of the organization as a whole. Low satisfaction causes various negative impacts such as absenteeism, sluggish work, striking and changing work, this results in company losses. On the other hand positive and dynamic job satisfaction can provide benefits for companies and employees (Zacher & Rudolph, 2017), (Kianto, Vanhala, & Heilmann, 2016). To create job satisfaction in employees, it is necessary to know the factors that influence it. (Alotaibi, Paliadelis, & Valenzuela, 2016), (Rahman, Akhter, Khan, & Nisar, 2017) revealed that there are several factors that affect job satisfaction, namely psychological factors, social factors, physical factors and financial factors.

One factor that has an influence on job satisfaction is the workload(Srimarut & Mekhum, 2020), (Carter & Laycock, 2016). (Liu & Lo, 2017), (Zamanian, Sarvestani, Sedaghati, Ghatmiri, & Kouhnavard, 2016) stated that job satisfaction is influenced by workloads because if a person bears a workload that is too heavy and feels depressed then it is likely that the person will feel dissatisfied with his work. Workload that is too heavy due to increasingly intense competition will

make employees more quickly experience stress and panic, so they cannot enjoy their work anymore. Therefore, the portion of the distribution of workload must be adjusted to the ability or capacity of a person in completing his work.

The workload is a number of activities that require expertise and must be done in a certain time in physical and psychological form (Jalal & Zaheer, 2017). According to (Inegbedion, Inegbedion, Peter, & Harry, 2020) workload is the period of time in carrying out work activities in accordance with the abilities and capacities of employees without showing signs of fatigue. (Altaf & Awan, 2011)found that high workload has a negative effect on job satisfaction. In the study of (Mustapha & Ghee, 2013)stated that job satisfaction is influenced by daily workloads, employees are more satisfied when they are given a lower workload. As said (Munandar, 2011)'Every workload received by a person must be in accordance and balanced both with physical abilities, cognitive abilities, and human limitations accept these burdens.'

The next factor that can affect job satisfaction is organizational commitment that employees have towards the organization where they work. Organizational commitment (organizational commitment) is an important behavioral dimension that can be used to assess the tendency of employees to stay as members of the organization (Razzaq et al., 2019). Based on the results of research (Hartono & Setiawan, 2013) noted that organizational commitment has a positive and significant effect on employee job satisfaction.

PT Perkebunan Nusantara III (Persero) abbreviated as PTPN III (Persero), is a State-Owned Enterprise (BUMN) which is engaged in the business of plantations, processing and marketing of plantation products. The company's business activities include the cultivation and processing of oil palm and rubber plants. The company is headquartered in Medan, North Sumatra and was officially established as a result of the restructuring of SOEs in 1996.

The level of employee satisfaction at PTPN III (Persero) Medan is carried out through the Employee Satisfaction and Engagement Survey. Human resource performance indicators namely the Employee Satisfaction Index (ESI) and the Employee Engagement Index (EEI) are obtained by conducting a survey of employees.

2. Literature Review

2.1. The Job Satisfaction

2.1.1. Definition of Job Satisfaction

Job satisfaction is important in organizations because it is believed to strengthen the effectiveness of the organization as a whole. Job satisfaction is a general attitude towards one's work that shows the difference between the amount of appreciation received by workers and the amount they believe they should receive (Wicker, 2011), (Chance, 2019), (George & K.A, 2018). Job satisfaction is an evaluation that describes someone's feelings, attitude, happy or not happy, satisfied or dissatisfied at work (Munir & Rahman, 2016), (Dhurup, Surujlal, & Kabongo, 2015).

(Judge, Weiss, Kammeyer-Mueller, & Hulin, 2017), (Hoboubi, Choobineh, Ghanavati, Keshavarzi, & Hosseini, 2017), (Yousef, 2016) define job satisfaction as the level of an individual's affective orientation towards his role in the organization or the level at which someone likes his role in the organization. Meanwhile, according to (Idiegbeyan-Ose, Opeke, Aregbesola, Owolabi, & Eyiolorunshe, 2019), (Hee, Ong, Ping, Kowang, & Fei, 2019) job satisfaction is an assessment, feeling or attitude of a person or employee towards his work and is related to the work environment, type of work, compensation, relationships between colleagues, social relations at work and so on.

Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work as seen in the employee's positive attitude towards work and everything that is encountered in the work environment (Wen, Huang, & Hou, 2019), (Sony & Mekoth, 2016).

(C. Miao, Humphrey, & Qian, 2017), (J. (Jay) Lee, Ok, & Hwang, 2016) provides a definition of job satisfaction as a happy emotional state or positive emotions that come from one's job evaluation or work experience. Job satisfaction is the result of employees' perceptions of how well their work provides what is considered important (Rezvani et al., 2016), (Y. H. Lee & Chelladurai, 2017).

Based on the description above it can be concluded that job satisfaction is an assessment of emotional attitudes and reactions whether happy or unhappy, satisfied or dissatisfied resulting from employee perceptions about how well his work meets the needs and matters that are considered important.

2.1.2. Factors That Affect Job Satisfaction

Job satisfaction is a reflection of workers' feelings towards their work. Job satisfaction is influenced by various factors that are interrelated to one another. According to (Christiana, 2018), there are five factors that can influence the onset of job satisfaction, namely as follows:

- Need Fulfillment: Satisfaction is determined by the level of job characteristics providing opportunities for individuals to meet their needs.
- Discrepancies (differences): Satisfaction is a result of meeting expectations. If expectations are greater than what is received, the individual is not satisfied. Conversely, individuals will be satisfied if they receive benefits above expectations.
- Value Attainment: Satisfaction is the result of perceptions of work that provide fulfillment of important individual work values.
- Equity: Satisfaction is a function of how fairly individuals are treated at work. The fairer the fulfillment of needs and work environment, the greater the perceived satisfaction of employees.

- Dispositional / Genetic Components: Job satisfaction is a function of personal traits and genetic factors. Individual differences have important meanings to explain job satisfaction as well as the characteristics of the work environment.
- (Dhamija, Gupta, & Bag, 2019) suggests the factors that influence job satisfaction are:
- Psychological factors: Factors related to employee psychology, include interest, serenity in work, attitude toward work, talent and skills.
- Social factors: Factors related to social interaction between employees and employees with superiors.
- Physical factors: Factors related to the physical condition of employees, including the type of work, setting the time and rest time, work equipment, the state of the room, temperature, lighting, air exchange, employee health conditions, age and so on.
- Financial factors: Factors related to employee security and welfare, including the system and amount of salary, social security, various allowances and work facilities and promotions.

2.1.3. The Job Satisfaction Indicators
According to (Zieger, Sims, & Jerrim, 2019), indicators of job satisfaction refer to JDI (Job Descriptive Index), namely:
- The work itself: Employees tend to prefer attractive jobs, opportunities to learn and opportunities to accept greater responsibilities.
- Pay (salary or wages): A reward system based on job demands, individual skill levels and wage standards will create job satisfaction.
- Opportunity of promotion: Promotion opportunities that are fair and based on performance and seniority (length of work) will increase job satisfaction.
- Supervision: Supervision that is fair, open and willing to work with subordinates will affect employees in working.
- Coworkers (coworkers): Cooperative colleagues or teams are a source of job satisfaction. A strong team is a source of support, comfort, advice and assistance for employees.

2.2. The Workload

2.2.1. Definition of Workload
Workload is one aspect that must be considered by every company, because workload is one that can increase employee productivity. According to (Fazey, 2013), (Armstrong & Taylor, 2017) stated that workload is a number of activities that require expertise and must be carried out within a certain period in physical or psychological form. Meanwhile, according to (Beaven, 2019), (Darwish & Fattaah, 2020) stated the workload is the average frequency of each job within a certain period. Furthermore according to Permendagri No. 12/2008, workload is the amount of work that must be borne by an office / organizational unit and is the product of work volume and time norms, (Zaki & Marzolina, 2018).

Definition of workload is a group or a number of activities that must be completed by an organizational unit or position holder within a certain period. Workload measurement is defined as a technique for obtaining information about the efficiency and effectiveness of the work of an organizational unit, or position holders carried out systematically using job analysis techniques, workload analysis techniques or other management techniques. Further it was also stated, that the measurement of workload is one of the management techniques to obtain position information, through a research and assessment process carried out in analysis. The position information is intended to be used as a base to perfect the apparatus in the fields of institutional, management, and human resources(Gupta, 2020), (Dundon & Wilkinson, 2020).

Based on the several definitions stated above, it can be concluded that workload is the extent to which an individual employee's capacity is needed in completing the tasks assigned to him, which can be indicated from the amount of work that must be done, the time / time constraints owned by the worker in completing his task and views the subjective individual regarding the work assigned to him.

2.2.2. Factors That Affect Workload
(Oah, Na, & Moon, 2018) stated that workload is influenced by the following factors:

2.2.2.1. External Factors
External factors are the burden that comes from outside the body of the worker, such as:
- Tasks undertaken that are physical in nature such as work stations, spatial planning, workplaces, work tools and facilities, working conditions, work attitudes, while mental tasks such as work complexity, level of work difficulty, training or education obtained, job responsibilities.
- Work organizations such as work periods, rest periods, shift work, night work, wage systems, organizational structure models, delegation of duties and authority.
- Work environment is the physical work environment, chemical environment, biological work environment, and psychological work environment. These three aspects are called wring stressors.

2.2.2.2. Internal Factors

Internal factors are factors that originate in the body as a result of external workload reactions. The body's reaction is called a strain; the severity of the strain can be assessed both objectively and subjectively. Internal factors include somatic factors (sex, age, body size, nutritional status, health conditions), psychological factors (motivation, perception, beliefs, desires and satisfaction).

2.2.3. The Workload Indicators

According to (Alghamdi, 2016), workload indicators include:
- Targets to be achieved: An individual's view of the amount of work targets given to complete his work with a certain time.
- Working conditions: Includes about how the views held by individuals about the conditions of work, as well as overcoming unexpected events such as doing extra work outside the specified time.
- Work standards: Impressions that are owned by individuals regarding their work, for example feelings that arise regarding the workload that must be resolved within a certain period.

2.3. The Organizational Commitment

2.3.1. Understanding Organizational Commitment

Commitment means determination, determination and promise to do or realize something that is believed. Organizational commitment reflects the extent to which an individual identifies the organization and its goals (Bar-haim, 2019), (Effiong, 2020).

(Blokdyk, 2019) defined organizational commitment as an individual's relative strengths to an organization and its involvement in a particular organization, which is characterized by three psychological factors namely a strong desire to remain a member of a particular organization, a desire to try hard definite organization and trust and acceptance of the organization's values and goals. Meanwhile, according to (Behery, Paton, & Hussain, 2012) organizational commitment is a psychological construct that is characteristic of the relationship of organizational members with their organizations and has implications for the individual's decision to continue their membership in the organization. Organizational commitment can be interpreted as the power of identification and involvement of individuals in organizations (Blau & Boal, 1987).

Commitment to the organization involves three attitudes, they are identification with organizational goals, feelings of involvement in organizational tasks, feelings of loyalty to the organization. The work that is his job is understood as personal interest and has a desire to be always loyal for the betterment of the organization (Masud & Daud, 2019), (Baird, Tung, & Yu, 2019).

Based on the description above it can be concluded that organizational commitment is the psychological state of the individual shown in involvement, loyalty, acceptance of values and the desire to persevere and try to achieve goals for organizational progress.

2.3.2. Factors That Affect Organizational Commitment

Organizational commitment is not formed by itself, requires time and a gradual process and the factors that form commitment in employees. (Sangperm, 2017) suggested factors that influence organizational commitment, namely:
- Personal factors: Includes job expectations, psychological contracts, job choice factors, personal characteristics. All of these factors will form an initial commitment.
- Organizational factors: Includes initial work experience, job scope, supervision, organizational consistency goals. All of these factors will shape or bring responsibility.
- Non-organizational factors: Includes factors that do not originate within the organization, for example availability of alternative jobs (the presence or absence of other alternative jobs). If Mada and better, the employee will leave his current job.

While the factors that influence organizational commitment according to (IH, B, & S, 2016), namely:
- Personal factors: Includes age, sex, education level, work experience, personality and others.
- Job characteristics: Includes the scope of the position, challenges at work, role conflicts at work, the level of difficulty at work and others.
- Structure characteristics: Covers the size of the organization, organizational forms such as centralization or decentralization, and the level of organizational control.
- Work experience: Employee work experience is very influential on the level of employee commitment in the organization.

2.3.3. Indicators of Organizational Commitment

Organizational commitment is an important behavior that can be used to assess employee's tendency to stay as a member of the organization. To measure organizational commitment can use indicators that are developed from the dimensions of organizational commitment based on (Greenberg, 2014), they are:
- Emotional attachment: Employees feel emotional attachment and identify themselves to keep working in the organization because he wants to be always involved and feel happy to be part of the organization.

- Confidence in organizational values: Employees have a strong desire and a great belief to follow the values in the organization.
- Economic value: Employees remain in the organization because of the consideration of the benefits the organization has provided and the costs to be borne (economic value) if leaving the organization.
- Moral obligations: Employees persist in organizations based on feelings of loyalty and have moral obligations or responsibilities towards the organization that employs them. Employees feel obliged to be loyal to the organization because the organization has provided many benefits to it.

According to (Lincoln, 1989) organizational commitment has three indicators as follows:

- Employee's will: The desire of employees to try to achieve the interests of the organization.
- Loyalty of employees: Employees want to maintain their membership to continue to be a part of the organization.
- Employee pride: Employees feel proud to be part of the organization they are part of and feel that the organization has become a part of their lives.

2.4. Research Framework

Job satisfaction is an inseparable part of every employee because employees are not only obliged to carry out work according to the goals set but employees also have the right to receive fair treatment, appropriate remuneration and good relations with superiors and colleagues. Job satisfaction arises when the employee feels that what he gets from the company is proportional to the contribution he has made. In other words, job satisfaction is an assessment of attitudes and emotional reactions that result from employees' perceptions of how well their workers meet their needs and matters that are considered important. To measure job satisfaction can use indicators proposed by Luthans (in Husein Umar, 2008: 38) namely the job itself, salary or wages, promotion opportunities, supervision and coworkers.

Workload (physical and mental) can affect job satisfaction. Physical workloads such as fatigue, work errors, decreased productivity can be handled directly and only requires a short time so the results can also be felt immediately. But handling mental workloads is not easy because it is related to employee psychic. A special approach is needed so that the company knows the cause of mental disorders due to work provided to employees. Therefore, the workload needs to be a concern of the company / organization so that employees get the appropriate duties and responsibilities and do not feel burdened.

In addition to the workload, organizational commitment must also not go unnoticed. Organizational commitment is the psychological state of the individual shown in involvement, loyalty, acceptance of values and the desire to persevere and try to achieve goals for the betterment of the organization. A company will progress and develop if its employees are highly committed to survival, loyal to the company where they work and willing to contribute optimally according to the company's vision and mission.
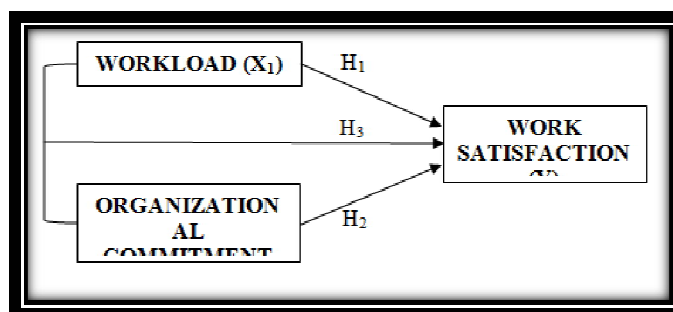

Figure 1: Research Framework

2.5. Hypothesis

Based on the theory and conceptual framework described previously, the hypotheses formulated in this study are as follows:

- Workload affects the job satisfaction of employees of PT. Perkebunan Nusantara III (Persero) Medan.
- Organizational Commitment affects the job satisfaction of employees of PT. Perkebunan Nusantara III (Persero) Medan.
- Workload and Organizational Commitment simultaneously affect the job satisfaction of employees of PT. Perkebunan Nusantara III (Persero) Medan.

3. Research Methodology

This study involved 89 respondents as a sample determined based on proportional random sampling. They are employees of PT. Perkebunan Nusantara III from various work units. The data obtained were then analyzed using the method of multiple linear regression analysis. The four variables analyzed are

- Workload (X_1) is the employee's perception of the energy, time and thought used in completing tasks and responsibilities. The indicators are achievement targets, working conditions, work standards.
- Organizational Commitment (X_2) is a psychological person through involvement, loyalty, acceptance of values, the desire to survive and try to achieve goals for organizational progress. The indicators are strong emotional, belief in organizational values, economic values, moral obligations, employee pride.

- Job Satisfaction (Y) is the employee's perception of good or not work and other things that are considered important so as to produce an emotional assessment (happy or not happy, satisfied or dissatisfied). The indicators are employment, salary, promotion, supervision, coworkers.

4. Results and Discussions

4.1. Results

4.1.1. Characteristics of Respondents by Gender

Gender	Number of people	Percentage (%)
Male	64	71,9
Female	25	28,1
Total	89	100

Table1: Characteristics of Respondents by Gender

Table 1 shows that from 89 respondents, the number of respondents who were male was 64 people (71.9%) and female were 25 people (28.1%). Thus, the majority of respondents are male.

4.1.2. Characteristics of Respondents by Age

Age	Number of people	Percentage (%)
21-30 years	15	16,9
31-40 years	19	21,3
41-50 years	46	51,7
> 51years	9	10,1
Total	89	100

Table 2: Characteristics of Respondents by Age

Table 2 shows that from 89 respondents, aged 21-30 years were 15 people (16.9%), aged 31-40 years were 19 people (21.3%), 41-50 years were 46 people (51.7 %), more than 51 years old amounted to 9 people (10.1%). Thus, the majority of respondents are aged 41-50 years.

4.1.3. Characteristics of Respondents by Education Level

Education Level	Number of people	Percentage (%)
Senior High School or equal	16	18,0
Diploma	14	15,7
Bachelor	53	59,5
Master's degree	6	6,8
Doctorate	0	0
Total	89	100

Table 3: Characteristics of Respondents by Education Level

Table 3 shows that from 89 respondents, for high school / equivalent education there were 16 people (18%), D3 education for 14 people (15.7%), S1 education for 53 people (59.5%) and S2 education for 6 people (6.8%). Thus, the majority of respondents have a Bachelor (S1) education background.

4.1.4. Characteristics of Respondents Based on Years of Service

Years of Service	Number of people	Percentage (%)
1-5 years	8	9,0
6-10 years	14	15,7
11-15 years	16	18,0
16-20 years	20	22,5
>21years	31	34,8
Total	89	100

Table 4: Characteristics of Respondents Based on Years of Service

Table 4 shows that from 89 respondents, 1-5 years worked for 8 (9%), 14-10 years (15.7%), 11-15 years for work (18%)), the length of work of 16-20 years is 20 people (22.5%) and the length of work of more than 21 years is 31 people (34.8%). Thus, the majority of respondents have a work period of over 20 years.

4.1.5. The Results of Multiple Regression Analysis

Coefficientsa			
Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	1.729	.416	
Workload	-.029	.052	-.047
Organizational Commitment	.590	.083	.607

Table 5: The Results of Multiple Regression Analysis
$Y = 1.729 - 0.029X_1 + 0.590X_2 + e$

The regression equation can be explained as follows:
- A constant of 1.729 can be interpreted that Job Satisfaction (Y) will be worth 1.729 when the Workload (X_1), Organizational Commitment (X_2) is zero (none).
- Workload regression coefficient (X_1) of -0.029, meaning that if the workload has increased or decreased, then Job Satisfaction (Y) will experience a change of -0.029.
- Regression coefficient of Organizational Commitment (X_2) of 0.590, meaning that if the Organizational Commitment has increased or decreased, then Job Satisfaction (Y) will experience a change of 0.590.

4.1.6. The Partial Test Results (t test)

Coefficientsa					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.729	.416		4.160	.000
Workload	-.029	.052	-.047	-.549	.584
Organizational Commitment	.590	.083	.607	7.071	.000

Table 6: The Partial Test Results (t test)

- Effect of Workload on Employee Job Satisfaction: The t value for the price variable is -0.549 less than the table (1.99) with a significance of 0.584 greater than 0.05. Means the workload does not have a significant effect on employee job satisfaction.
- Effect of Organizational Commitment on Employee Job Satisfaction: The t value for income variable is 7,071 greater than t table (1.99) with a significance of 0,000 less than 0.05. means that organizational commitment has a significant influence on employee job satisfaction.

4.1.7. The Simultaneous Test Results (Test F)

ANOVAa					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2.750	2	1.375	25.008	0.000b
Residual	4.729	86	0.055		
Total	7.479	88			

Table7: The Simultaneous Test Results (Test F)
a.   Dependent Variable: Job Satisfaction
b.   Predictors: (Constant), Organizational Commitment, Workload

Based on Table 7 it can be seen that F is 25.008 at the level of α = 0.05. The F_{table} is obtained by the formula df1 = k-1 = 3-1; df2 = n-k = 89-3 (2; 86) is 3.10. By making $F_{count} > F_{table}$ or 25.008> 3.10 with a level of significant (α) 0.000 <0.05 which means that the variable Workload and Organizational Commitment simultaneously affect the Job Satisfaction of employees of PT. Perkebunan Nusantara III (Persero) Medan, meaning that the hypothesis is accepted.

4.2. Discussions
The results of this study stated that workload had no effect on employee job satisfaction. Supported by (Gulavani & Shinde, 2014)who concluded that the workload of nurses in India does not affect job satisfaction. One hundred nurses at

Krishna Hospital and the medical research center, Karad was chosen as respondents with convenient sample techniques. Workloads that cause nurses' stress are overcome by looking for stressors by hospitals and medical research centers. Evaluate the activities of nurses intensively, make work balance, arrange work into several ways of solving work stress nurses. Independence and compensation are the most influencing factors on nurse job satisfaction so that it increases to a higher level of job satisfaction.

In line with (Tandi & Nur, 2016)which states. that workload has a negative effect on job satisfaction of First Class Sentani Airport employees. A sample of 144 respondents was determined based on the proportional random sampling technique. It is recommended that workload be adjusted to the ability of employees. If the burden is too high, it will cause errors in carrying out the duties and responsibilities and so on will cause job satisfaction to decrease. Therefore, the Sentani Airport needs to pay attention and evaluate the workload of employees so that employees are expected not to be burdened in doing work and finally job satisfaction is achieved.

Contrary to (Bhattacherjee et al., 2016)stated that more than a few doctors in hospitals in East India were satisfied with their work. Respondents were 255 doctors who were determined based on proportional sample techniques through two-stage cluster analysis. The results of their research helped the hospital management establish strategies to improve employee job satisfaction.

Organizational commitment has an influence on employee job satisfaction. In line with (Adekola, 2012)which states that organizational commitment affects employee job satisfaction. One hundred and fifty academic, administrative, technical staff from state and private universities in Nigeria were studied. It was found that organizational commitment at state universities was higher than that of private universities driven by several factors such as wages, release procedures, academic freedom, guaranteed tenure. These factors trigger the increase in job satisfaction.

Supported by (Mohapatra, Satpathy, & Patnaik, 2019)who found job satisfaction was influenced by affective, normative and sustainability commitments for 233 employees in Bhubaneswar, Odisha, India. The sample is determined by convenient sample technique. Their research helps companies understand employee job satisfaction from various factors such as promotion, supervision, wages, job characteristics.

(Ahmad, Iqbal, Javed, & Hamad, 2014)also concluded that organizational commitment affects employee job satisfaction. One hundred and ten employees from 10 banks in Pakistan were respondents of their research. Existing employees need to be retained because the recruitment of new employees will require a lot of costs. Therefore, it is important for organizations to retain employees to be able to compete in better ways. Their findings are claimed to be generalizable to other service sectors and manufacturing sectors even though they focus on the banking sector.

5. Conclusions and Recommendations

5.1. Conclusion
- Workload does not affect the Job Satisfaction of employees of PT. Perkebunan Nusantara III (Persero) Medan.
- Organizational Commitment affects the Job Satisfaction of employees of PT. Perkebunan Nusantara III (Persero) Medan.
- Workload and Organizational Commitment simultaneously affect the Job Satisfaction of employees of PT. Perkebunan III (Persero) Medan.

5.2. Recommendations
- Provide training to employees so that employees can complete the work provided in a timely manner, do not feel burdened and feel satisfied with their work.
- Organizing training activities that can foster employee loyalty and moral responsibility in order to increase their commitment to the organization. In addition, the company is expected to provide rewards and punishments for the presence and commitment of employees so that employees are more disciplined and increase their commitment as part of the company.
- Researchers can further develop this research by including other factors such as competence, willingness, work environment, supervision, leadership, social aspects of work, communication and facilities that can affect job satisfaction. Besides expanding the scope of the region and the sample so that research results can be generalized.

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