

THE EFFECT OF JOB STRESS ON EMPLOYEES ORGANIZATIONAL COMMITMENT IN THE PALM OIL INDUSTRY PT MKTR TBK

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Abstract

The palm oil industry requires organizations to have employees with a high level of organizational commitment to maintain productivity and competitiveness. Job stress arising from job demands and working conditions may influence organizational commitment. This study aims to analyze the effect of job stress on employees' organizational commitment, particularly in the palm oil industry at PT MKTR Tbk. This study employed a quantitative approach using an explanatory method with a cross-sectional design. The sample consisted of 171 employees, determined using the Slovin formula and selected through purposive sampling from a total population of 301 employees. Data were collected using Likert-scale questionnaires. The job stress scale comprised 23 items with a Cronbach's Alpha reliability coefficient of 0.918, while the organizational commitment scale consisted of 40 items with a Cronbach's Alpha of 0.938. Data were analyzed using JASP software version 0.95.3, including descriptive analysis, residual normality testing, simple linear regression, and hypothesis testing (t-test) at a significance level of $\alpha = 0.05$. The results indicated that job stress had a positive and significant effect on organizational commitment, with a significance value of $p < 0.001$ and a coefficient of determination (R^2) of 0.319. These findings suggest that, within the context of the palm oil industry, job stress may function as a challenge stressor that enhances employees' attachment to the organization.

Keywords: Job Stress; Organizational Commitment; Palm Oil Industry.

1. INTRODUCTION

The development of the palm oil industry in Indonesia requires organizations to have human resources with a high level of commitment in order to maintain productivity and competitiveness. Organizational commitment is a psychological attitude that reflects individuals' attachment to the organization, their willingness to contribute, and their desire to maintain membership in the organization. According to Meyer and Allen (2004), organizational commitment can be identified into three dimensions.

First, affective commitment refers to a form of commitment based on employees' emotional attachment to the organization. In this dimension, employees feel proud, involved, and have a positive emotional relationship with the organization. Individuals with high affective commitment tend to remain because they want to be part of the organization. They identify organizational values as part of themselves, feel comfortable in the work environment, and demonstrate loyalty derived from a sense of belonging. This dimension is considered the most ideal form of commitment, as it

promotes positive behaviors such as work engagement, high performance, and long-term retention intentions.

Second, continuance commitment is a form of commitment that arises from rational considerations regarding the costs or losses that employees would incur if they left the organization. In this case, employees remain not because of emotional attachment, but because of the perception that leaving the organization would result in various disadvantages, such as loss of income, loss of seniority, disruption of established work relationships, or difficulty in obtaining alternative employment. Therefore, the decision to stay is based on a cost–benefit analysis and the value of investments that employees have made in the organization.

Third, normative commitment refers to commitment based on feelings of obligation or moral responsibility to remain with the organization. Employees perceive staying as the right and appropriate action, for example due to a sense of indebtedness for opportunities provided by the organization, such as training, education, or significant support. In addition, this form of commitment is influenced by personal values and social norms. Employees with high levels of normative commitment remain because they feel they ought to continue working in the organization, rather than due to emotional attachment (affective) or necessity-based considerations (continuance). Normative commitment reflects the internalization of moral values and individual loyalty to the organization.

Employees with high levels of organizational commitment tend to demonstrate better performance, strong loyalty, and lower intentions to leave the organization. Consistent with Sovitriana R. (2023), organizational commitment represents a sense of acceptance that generates affective attachment among employees, thereby reducing the likelihood of turnover.

Nevertheless, job characteristics in the palm oil industry sector are often marked by high work demands, long working hours, harsh working environment conditions, and pressure to meet production targets. These conditions have the potential to generate job stress among employees. According to Mangkunegara (2021), job stress is a condition of pressure experienced by employees when facing work demands, which is usually characterized by symptoms such as emotional instability, difficulty sleeping, feelings of anxiety, and withdrawal from the social environment. Meanwhile, Handoko (2008) defines job stress as an unpleasant condition experienced by individuals at work, caused by a state of tension that can affect emotions, thought processes, and physical condition, thereby reducing normal functioning in working effectively and efficiently. Robbins and Judge (2019) describe job stress as a dynamic condition in which individuals perceive pressure, obstacles, or demands related to certain expectations or goals.

The consequences of job stress according to Robbins and Judge (2019) include physiological, psychological, and behavioral disturbances. Physiological disturbances include increased blood pressure, chronic headaches, digestive disorders, muscle

tension, physical fatigue, and sleep disturbances. Psychological disturbances include anxiety, depression, irritability, loss of concentration, low job satisfaction, and decreased self-esteem. Behavioral disturbances include high absenteeism, voluntary turnover, decreased productivity and work quality, more frequent workplace accidents, interpersonal aggression, withdrawal, and unhealthy habits such as smoking and excessive alcohol consumption. When job stress persists continuously and is not managed properly, it can negatively affect employees' work attitudes, including organizational commitment.

A study conducted by Hanifah A. (2025) involving 215 respondents on the effects of job stress and job satisfaction on organizational commitment mediated by work-life balance found that job stress significantly affects work-life balance, and work-life balance significantly affects organizational commitment. Likewise, job stress influences organizational commitment with worklife balance acting as a moderator. Another study by Putri A. et al. (2025), involving 82 respondents and examining job stress as a predictor of organizational commitment among employees, found that organizational commitment is significantly and negatively affected by job stress. Furthermore, research conducted by Ghazali, Z. R. (2022) revealed a negative effect of job stress on organizational commitment of 56.6%.

In contrast, a study by Nursyah R. and Lukiastuti F. (2022) involving 1,165 respondents regarding the effect of job stress on organizational commitment through the role of perceived organizational support among employees during the pandemic found that job stress does not directly affect organizational commitment. However, job stress has a negative and significant effect on perceived organizational support, perceived organizational support has a positive effect on organizational commitment, and job stress negatively affects organizational commitment through perceived organizational support. Employees experiencing high levels of job stress tend to show reduced emotional attachment to the organization, a diminished sense of belonging, and increased intentions to leave the organization.

Research conducted by Purwasih and Razak (2024) on oil palm plantation employees in Bengkulu found that workload, job stress, and job satisfaction influence turnover intention; in other words, the higher the level of job stress, the greater the employees' intention to leave the organization. Deseria and Lestari (2024) examined the effects of the work environment, job stress, and compensation on employee performance in the palm oil plantation industry and found that job stress significantly affects employee performance, particularly when working environment conditions are unsupportive. Furthermore, a study by Aldino and Meihandika (2022) on employees in the palm oil plantation industry found that job stress has a positive and significant effect on employee performance.

These research findings indicate that job stress is a psychological factor with important implications for various aspects of employee behavior and performance, including increased intentions to leave the organization as well as changes in

employee performance levels. Differences in the direction of the effects of job stress on performance across several studies also suggest that organizational context and characteristics of the work environment play a crucial role in determining the impact of job stress on individuals. Therefore, studies on job stress and its implications for organizational aspects need to be analyzed contextually in accordance with the characteristics of the organizations being examined.

PT MKTR Tbk is a palm oil plantation and processing company whose operational areas are located in Central Kalimantan Province. The company's operational performance during the 2022-2024 period shows significant dynamics, particularly in terms of fresh fruit bunch (FFB) supply and production output. Based on the company's annual reports, the volume of processed FFB increased from year to year, sourced from both nucleus estates and external suppliers, in line with the growth in crude palm oil (CPO) and palm kernel (PK) production. These data reflect a relatively high intensity of operational activities as well as the complexity of human resource management in plantation and palm oil mill environments, which constitutes an important context for this study. The following are data on FFB production, FFB processed, and CPO production over the past three years:

Table 1. Production Data

Description	Uom	2024	2023	2022
FFB Inti	Ton	100.830	121.778	117.967
FFB Eksternal	Ton	217.660	180.478	71.472
FFB Processed	Ton	318.717	302.317	189.912
CPO Production	Ton	69.967	57.803	43.729
PK Production	Ton	13.667	10.211	7.453

Sumber : Annual Report MKTR 2024

The human resource structure of PT MKTR Tbk shows fairly significant dynamics during the 2023-2025 period. Based on the company's annual reports, the number of employees increased from 1,262 in 2023 to 1,328 in 2024, and then declined in 2025 to 1,264, with the composition of employment relationships dominated by non-permanent employees. This condition reflects heterogeneity in employment status, which may potentially influence employees' psychological dynamics, including perceptions of job demands, job stability, and experiences of job stress. The following are the human resource data of PT MKTR Tbk over the past three years :

Table 2. Number of Employees

Employment Relationship	2025	2024	2023
Permanent & Contract	561	567	507
Non Permanent	703	761	755
Total	1.264	1.328	1.262

Sumber : PT MKTR Tbk

The results of the pre-survey conducted by the researcher involving 30 permanent and contract employees indicate that job stress has been experienced by some respondents across various dimensions, although it has not yet reached a dominant level. In the physical job stress dimension, some respondents were categorized as not experiencing stress (38%) and neutral (37%); however, approximately one quarter of respondents (25%) reported experiencing physical stress, characterized by physical complaints related to work demands. Relatively similar findings were also observed in the psychological job stress dimension, where although the majority of respondents were categorized as not experiencing psychological stress (40%) and neutral (32%), there were still 27% of respondents who reported psychological stress experiences relevant to working conditions. In the physiological job stress dimension, the predominance of respondents in the not experiencing physiological stress (48%) and neutral (29%) categories indicates that physiological symptoms have not been widely experienced; however, the presence of 23% of respondents in the experiencing physiological stress category suggests a potential level of job stress that cannot be ignored.

Overall, the results of this pre-survey confirm that job stress has been experienced by some employees across physical, psychological, and physiological dimensions. Therefore, this phenomenon has empirical significance and warrants further investigation in the main study.

Based on the background of the problem, the results of the pre-survey that has been conducted, and several findings from previous studies as described above, this study is important to empirically examine: (1) the level of job stress among employees in the palm oil industry; (2) the level of organizational commitment among employees in the palm oil industry; and (3) whether job stress has a significant effect on employees' organizational commitment in the palm oil industry. The results of this study are expected to provide theoretical contributions to the development of industrial and organizational psychology, as well as practical contributions to human resource management in the palm oil industry sector.

2. METHODOLOGY

This study employs a quantitative approach using an explanatory research method. This approach was selected to empirically examine the effect of job stress (independent variable) on employees' organizational commitment (dependent variable) (Sugiyono, 2017). This study adopts a cross-sectional design, in which data are collected at a single point in time (Sofya, 2024).

The study was conducted at PT MKTR Tbk, a company operating in the palm oil industry with operational areas in Central Kalimantan. Data collection was carried out in December 2025. The population of this study comprised employees working at PT MKTR Tbk. The research sample was determined using purposive sampling, with

criteria including permanent and contract employees who had a minimum tenure of two years and were directly involved in the company's operational activities. This technique was selected to ensure that respondents possessed sufficient work experience relevant to the research context. The sample size was determined using the Slovin formula with an error tolerance of 5%; from a total of 301 employees, a sample of 171 respondents was obtained.

Data collection techniques included questionnaires and literature review. The questionnaire employed a Likert scale consisting of five response options: (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, and (5) strongly agree, with different score weightings for favorable and unfavorable items. The questionnaire was distributed via Google Forms. The job stress scale was adapted from Fransiska and Angin (2022), based on the theory of Robbins and Judge (2019), and consisted of 23 items with a Cronbach's Alpha reliability coefficient of 0.918. The organizational commitment scale was adapted from Ingarianti T. M. (2015), based on Meyer and Allen's (2004) theory, and consisted of 40 items with a Cronbach's Alpha reliability coefficient of 0.938. Meanwhile, the literature review was conducted to obtain theoretical foundations and findings from previous studies relevant to job stress and organizational commitment.

Data analysis was conducted using JASP statistical software version 0.95.3, following several stages: descriptive analysis of respondents, classical assumption testing (normality test), simple linear regression analysis, and hypothesis testing (t-test) with a significance level of 5%. The hypothesis proposed in this study is H_1 : Job stress has a negative and significant effect on employees' organizational commitment in the palm oil industry at PT MKTR Tbk.

3. FINDINGS AND DISCUSSION

3.1 Descriptive Analysis

Descriptive analysis was conducted to provide an overview of the characteristics of the research data, particularly regarding measures of central tendency (mean and median), data dispersion (standard deviation), score range (minimum and maximum values), and normality testing using the Shapiro-Wilk test. The results of this analysis aim to identify the initial profiles of the job stress and organizational commitment variables among respondents, as well as to serve as a basis for determining the suitability of the data for further analysis.

Table 3. Descriptive Statistics of Job Stress and Organizational Commitment

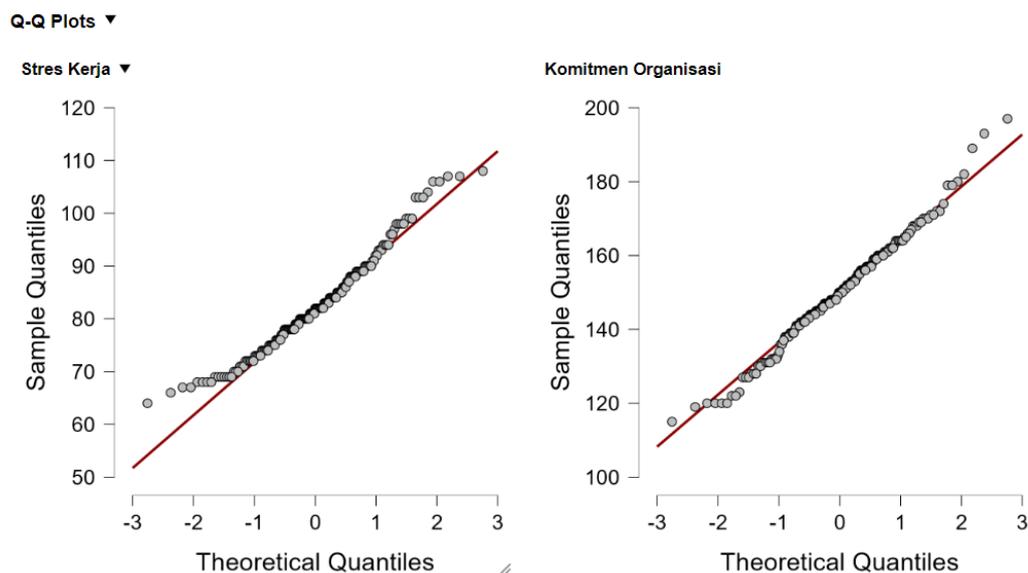
	Median	Mean	Std. Deviation	Shapiro-Wilk	P-value of Shapiro-Wilk	Min	Max
Stres Kerja	82.00	82.49	9.649	0.969	< .001	64.00	108.0
Komitmen Organisasi	150.00	150.04	15.043	0.991	.334	115.0	197.0

Based on the results of the descriptive statistical analysis, the job stress variable has a mean value of 82.49, a median of 82.00, and a standard deviation of 9.649, with a minimum value of 64.00 and a maximum of 108.00. Meanwhile, the organizational commitment variable has a mean value of 150.04, a median of 150.00, and a standard deviation of 15.043, with a minimum value of 115.00 and a maximum of 197.00. The closeness of the mean and median values for both variables indicates that the data are distributed around the central value, with a moderate level of variability.

3.2 Normality Test

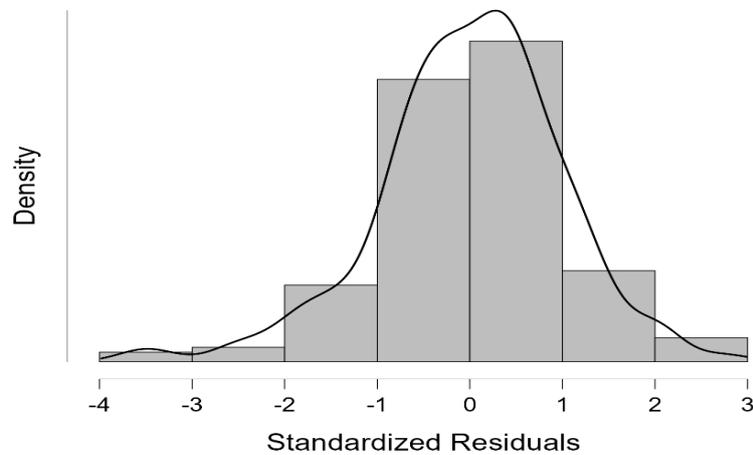
The results of the Shapiro-Wilk normality test show that the job stress variable has a test statistic of 0.969 with a significance level of $p < 0.001$, indicating that the job stress data are not normally distributed. In contrast, the organizational commitment variable shows a test statistic of 0.991 with a significance level of $p = 0.334$ ($p > 0.05$), which indicates that the organizational commitment data are normally distributed. This difference in distributional characteristics indicates that not all research variables individually meet the assumption of normality.

Figure 1. Histogram Distribution and Q–Q Plot of Job Stress and Organizational Commitment



Based on the distribution histograms and Q-Q plots, the job stress variable shows a distribution pattern that is not fully symmetrical, with deviations in the tails of the distribution, indicating the presence of skewness. This pattern reinforces the results of the Shapiro–Wilk test, which indicate that the job stress data are not normally distributed. In contrast, the organizational commitment variable exhibits a relatively symmetrical distribution pattern, with points on the Q-Q plot consistently following the diagonal line, indicating that the data distribution is close to normal.

Figure 2. Normality Test of Regression Model Residuals



Based on the histogram of standardized residuals, the residuals of the regression model exhibit a relatively symmetrical distribution resembling a normal curve, with most residuals falling within the ± 2 range and centered around zero. This indicates that the residuals of the regression model are normally distributed, thus satisfying the assumption of residual normality. Therefore, although the job stress variable is not normally distributed individually, the regression model remains appropriate for use because residual normality is the primary assumption in linear regression analysis.

3.3 Simple Linear Regression Analysis and Hypothesis Testing

Simple linear regression analysis was conducted to examine the effect of the job stress variable on organizational commitment. This analysis aims to test the overall significance of the regression model through the ANOVA table, as well as to verify the research hypothesis regarding the relationship between the two variables. The test was performed by comparing the F value and significance level (p-value) to determine whether job stress has a statistically significant effect on organizational commitment.

Table 4. Simple Linear Regression Analysis

ANOVA

Model		Sum of Squares	df	Mean Square	F	p
M ₁	Regression	12264	1	12263.6	79.08	< .001
	Residual	26207	169	155.1		
	Total	38471	170			

Note. M₁ includes Stres Kerja

Note. The intercept model is omitted, as no meaningful information can be shown.

The regression analysis results show an R value of 0.565, indicating a moderate relationship between job stress and organizational commitment. The R² value of 0.319 indicates that job stress explains 31.9% of the variance in organizational commitment, while the remaining 68.1% is influenced by other factors outside the research model. The model fit test using ANOVA yielded an F value of 79.08 with a

significance level of $p < 0.001$, indicating that the regression model is statistically significant and appropriate for use.

Table 5. Regression Coefficient Test

Coefficients

Model		Unstandardized	Standard Error	Standardized	t	p
M ₀	(Intercept)	150.041	1.150		130.427	< .001
M ₁	(Intercept)	77.436	8.220		9.421	< .001
	Stres Kerja	0.880	0.099	0.565	8.893	< .001

The results of the regression coefficient test indicate that the job stress variable has an unstandardized regression coefficient (B) of 0.880, a t-value of 8.893, and a significance level of $p < 0.001$. The standardized coefficient (β) of 0.565 indicates that job stress makes a relatively strong contribution to organizational commitment. Thus, job stress is proven to have a positive and significant effect on employees' organizational commitment.

3.4 Discussion

The results of this study indicate that job stress has a significant effect on employees' organizational commitment in the palm oil industry at PT MKTR Tbk. Although descriptively the job stress data are not normally distributed, the residual normality test results indicate that the assumption of normality is satisfied; therefore, the linear regression model is appropriate for use. The simple linear regression analysis produced a coefficient of determination of 31.9%, indicating that job stress explains a portion of the variance in employees' organizational commitment, while the remainder is influenced by other factors outside the research model. Hypothesis testing using the t-test shows that job stress has a significant effect on organizational commitment, with a positive direction of influence. These findings suggest that in the context of the palm oil industry, job stress may function as a factor influencing employees' attachment to the organization, particularly when employees are able to adapt to the work demands they face.

The results of this study indicate that job stress has a positive and significant effect on employees' organizational commitment in the palm oil industry at PT MKTR Tbk. These findings provide the perspective that job stress does not always have a negative impact on employees' work attitudes, as is commonly assumed, but may function adaptively in certain work contexts. In the palm oil industry, which is characterized by high job demands, production target pressures, and challenging working conditions, job stress may be perceived by employees as an inherent part of job responsibilities. This condition encourages employees to develop coping mechanisms and to enhance their psychological engagement with their work and organization.

In relation to Meyer and Allen's (2004) organizational commitment theory, challenge-related job stressors may strengthen affective commitment, particularly when employees feel capable of enduring, contributing, and achieving organizational targets amid work pressure. In addition, high job demands may also reinforce continuance commitment, as employees rationally consider the consequences of leaving the organization, such as loss of income, job stability, and career opportunities. In certain contexts, sustained work pressure may also shape normative commitment, whereby employees feel a moral obligation to remain and fulfill their responsibilities to the organization.

These findings can also be explained through the perspective of Robbins and Judge (2019), who state that job stress is a dynamic condition that does not always produce dysfunctional outcomes, depending on individual perceptions and the sources of stress encountered. At certain levels, job stress can increase alertness, focus, and a sense of responsibility, thereby fostering employees' attachment to the organization. Thus, referring to the palm oil industry, job stress does not merely reduce employees' work functioning, but may instead serve as a factor that strengthens organizational commitment, provided that work pressures remain within manageable limits and are supported by adequate organizational systems.

The results of this study indicate that job stress has a positive and significant effect on employees' organizational commitment in the palm oil industry at PT MKTR Tbk. This finding is consistent with the study by Aldino and Meihandika (2022), which found that job stress has a positive and significant effect on employee performance in the palm oil plantation industry. This similarity suggests that in industries characterized by high job demands, job stress is not always dysfunctional but may serve as a catalyst for increased work engagement and responsibility, ultimately strengthening employees' positive attitudes toward the organization.

However, the findings of this study differ from those of Putri A. et al. (2025) and Ghazali (2022), who reported that job stress has a negative and significant effect on organizational commitment. These differences indicate that the impact of job stress on organizational commitment is contextual, depending on job characteristics, organizational conditions, and individuals' perceptions of the stressors they face. In those studies, job stress was perceived as hindrance stressors, which reduced employees' emotional attachment and loyalty to the organization.

This study also overlaps with the findings of Hanifah A. (2025), which showed that the effect of job stress on organizational commitment is influenced by the role of work-life balance. These results indicate that job stress may have both direct and indirect effects on organizational commitment, depending on the presence of other psychosocial variables that mediate or moderate this relationship. In other words, job stress does not operate as a single factor but interacts with working conditions and perceived organizational support experienced by employees.

Furthermore, the findings of this study differ from those of Nursyah and Lukiastuti (2022), who found that job stress does not directly affect organizational commitment but has a negative impact through perceived organizational support. This difference reinforces the view that the effect of job stress on organizational commitment is strongly influenced by internal psychological mechanisms and situational contexts, such as crisis conditions (the pandemic) and the level of organizational support perceived by employees.

The findings of this study also need to be understood in relation to the research of Purwasih and Razak (2024) and Deseria and Lestari (2024), which emphasized the negative effects of job stress on turnover intention and employee performance. These results indicate that job stress, when poorly managed and excessive in intensity, tends to have negative impacts on work attitudes and behaviors. In contrast, the present study suggests that at certain levels, job stress may encourage employees to remain, adapt, and strengthen their attachment to the organization, particularly in the palm oil industry, which requires high levels of physical and mental resilience.

Overall, both the differences and similarities with previous studies indicate that the relationship between job stress and organizational commitment is neither linear nor universal. The impact of job stress is strongly influenced by industrial context, job characteristics, and the presence of organizational support factors. Thus, the findings of this study enrich the literature by demonstrating that job stress in the palm oil industry context may function as a factor that strengthens organizational commitment, as long as work pressures remain within manageable limits.

4. CONCLUSION

Based on the analysis results, job stress has a significant and positive effect on employees' organizational commitment at PT MKTR Tbk. Although the job stress variable is not normally distributed individually, the residuals of the model satisfy the normality assumption, indicating that simple linear regression is appropriate for use. Job stress explains 31.9% of the variance in organizational commitment, while the remaining variance is influenced by other factors outside the model. These findings indicate that in the context of the palm oil industry, which is characterized by high job demands, job stress at certain levels may function as a challenge stressor that encourages adaptation, engagement, and the strengthening of employees' psychological attachment to the organization, as reflected in increased affective, continuance, and normative commitment. The results confirm that the relationship between job stress and organizational commitment is contextual. From a practical perspective, organizations need to manage job stress adaptively by ensuring organizational support, role clarity, and effective human resource management systems, so that stress remains at a challenging level and contributes positively to organizational commitment and sustainability.

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