

The Relation between Job Stress, Job Satisfaction and Organizational Commitment (Study on Employees of Bank Pembangunan Daerah Bali Mangupura Branch)



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ABSTRACT: This research aims to analyze the relationship between work stress, job satisfaction and employee organizational commitment at the Mangupura Branch of the Bali Regional Development Bank. This research used a sample of 85 employees. The method used in this research is a survey method using questionnaire and interview techniques with descriptive statistics and inferential path analysis statistical analysis tools. The research results show that work stress has a significant negative effect on organizational commitment. Job satisfaction has a significant positive effect on organizational commitment. Job Stress has a significant negative effect on job satisfaction. Job satisfaction mediates the effect of job stress on organizational commitment. The implication of this research is to prove the social exchange theory and its relationship to the research variables. This research also offers the benefits of job satisfaction, managing work stress on organizational commitment.

KEYWORDS: Job Stress, Job Satisfaction, Organizational Commitment

1. INTRODUCTION

In carrying out work, an employee can experience work stress which causes various psychological problems such as anger, depression and anxiety (Yasa, 2019). Work stress on employees causes a decrease in company productivity. Companies not only need employees who have high competence, but also have high commitment to the company (Maria, 2020). Organizational commitment is an attitude in identifying employees as components that play a role in the company's activity process, as well as having a sense of loyalty to the company to achieve company goals (Suryati, 2021). When companies meet employee expectations, employees will feel enthusiastic about their workplace roles and attitudes in the form of an increased sense of employee involvement, organizational commitment, and other positive behaviors as desired by the company (Seema et al, 2021).

Satisfied employees will be committed to their company, have a strong desire to stay in the company and feel proud to be part of the company (Permatasari, 2020). Job satisfaction is an employee's attitude towards the company, work and co-workers which is related to a person's work environment and psychology (Elsahoryi, 2022). Job satisfaction reflects a person's attitude towards their work which can be seen from the employee's positive attitude towards work and everything they encounter in their work environment.

Job stress is a feeling of job dissatisfaction which is manifested by anger, hostility and irritation (Ratnaningsih, 2021). Work stress is a serious problem that befalls every employee in the workplace. The stress experienced by employees due to the environment they face will affect their job satisfaction, so management needs to improve the quality of the organizational environment for employees. This shows that the higher the work stress felt by employees, the employee job satisfaction will decrease or vice versa, the lower the work stress, the higher the employee job satisfaction (Bhastary, 2020).

Banking is a company that really needs employees in its operations (Parashakti, 2019). In responding to the changes that are occurring, the Bali Regional Development Bank is required to improve the management of the quality of its human resources through increasing knowledge, skills and resource capabilities man.

2. LITERATURE REVIEW

Work stress is a condition of tension that affects a person's emotions, way of thinking and physical condition, resulting in a person's inability to interact positively (Makkira, 2022). Work stress felt by employees can be very detrimental because of the

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possible threat to family functions and employee performance (Setyawati, 2018). The work environment becomes very important when someone is under pressure. The impact that can result from employee work stress is changes in daily habits such as eating, alcohol consumption, sleep disorders and others (Yasa, 2019). Excessive work stress can also trigger instability in employees' emotional levels which results in a lack of control over the work they do (Paramita, 2022).

Job satisfaction is an emotional state that is pleasant or unpleasant for employees when viewing their work (Nabawi, 2019). These feelings of joy or displeasure arise because when employees work they bring with them a set of desires, needs, desires and past experiences that shape their work expectations (Hermawan, 2019). When employees feel satisfaction at work, the employee will work as optimally as possible (Pradipta, 2019). The level of employee satisfaction is greatly influenced by the compensation provided by the company to its employees, which has an impact on the attitudes shown by employees towards their work (Sutrisno, 2022). Job satisfaction is achieved based on driving factors in the workplace such as opportunities for development.

Organizational commitment is the willingness and willingness of employees to try to be part of the company, as well as the desire to remain in the company and have high loyalty to the company (Susilo, 2019). Organizational commitment is also interpreted as a strong desire to remain a member of the company, the desire to try hard according to the company's wishes, certain beliefs, acceptance of the company's values and goals (Nuryanti, 2020). This means that an employee has a high level of determination to remain with a company in order to help achieve the company's goals. Employees who have high organizational commitment can be seen from job satisfaction and plays a very active role in company activities (Wibawa, 2018).

Research (Setiawan, 2018) shows that the higher the work stress felt by employees will cause decreased organizational commitment to the company. Research (Mahayasa, 2018) found that job satisfaction has a positive and significant influence on organizational commitment. Research (Prawira, 2019) found that work stress has a significant negative influence on job satisfaction, this means that the work stress experienced by employees can influence what they feel both regarding work and the results they receive. Research (Permatasari, 2020) states that job satisfaction mediates the effect of work stress on organizational commitment, the lower the work stress felt by employees, the higher job satisfaction and increase their commitment to the company.

- H1: Job stress has a negative and significant effect on organizational commitment
- H2: Job satisfaction has a positive and significant effect on organizational commitment
- H3: Job stress has a negative and significant effect on job satisfaction
- H4: Job satisfaction mediates the effect between job stress and organizational commitment

3. METHODS

This research uses an explanatory causality design and is classified as associative quantitative research conducted on employees of the Bali Regional Development Bank, Mangupura Branch. The sample used was 85 people using technique Saturated sampling was carried out by filling out a Google form. The questionnaire contains a number of statements, namely organizational commitment which is measured by adopting Burhannudin's (2019) research, namely: (1) Affective commitment, (2) Normative commitment, (3) Continuance commitment. Job satisfaction using Sofiya (2021), namely: (1) the job itself, (2) supervision, (3) coworkers, (4) promotion, (5) salary. Work stress using Sulastri and Onsardi (2020), namely: (1) task demands, (2) role demands, (3) interpersonal demands, (4) organizational structure, (5) organizational leadership. The questionnaire was distributed in two stages, namely in the first stage 30 questionnaires were distributed to test the validity and reliability of the instrument. The results of the validity and reliability tests show that all instruments have been declared valid ($r > 30$) and reliable (Cronbach Alpha > 0.6). Next, in the second stage, 55 questionnaires were distributed. Data obtained through questionnaires were tabulated and analyzed using path analysis.

4. RESULTS

Table 1 Validity Test Results

No	Variable	Items Statement	Item Correlation Total	Information
1	Job Stress (X)	X1.1	0,505	Valid
		X1.2	0,671	Valid
		X1.3	0,618	Valid
		X1.4	0,633	Valid

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		X1.5	0,650	Valid
		X1.6	0,410	Valid
2	Job Satisfaction (Z)	Z1.1	0,691	Valid
		Z1.2	0,759	Valid
		Z1.3	0,420	Valid
		Z1.4	0,693	Valid
		Z1.5	0,649	Valid
		Z1.6	0,458	Valid
3	Organizational Commitment (Y)	Y1.1	0,558	Valid
		Y1.2	0,891	Valid
		Y1.3	0,407	Valid
		Y1.4	0,530	Valid
		Y1.5	0,891	Valid
		Y1.6	0,410	Valid

Table 2. Reliability Test Results

No	Variable	Cronbach's Alpha	Information
1	Job Stress (X)	0,604	Reliable
2	Job Satisfaction (Z)	0,676	Reliable
3	Organizational Commitment (Y)	0,694	Reliable

Table 3. Results of Path Analysis of Regression Equation 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	26.447	3.106		8.514	0.000
Job Stress (X)	-0.558	0.114	-.474	-4.899	0.000
R ² : 0,224					
F statistic: 24,000					
Sig. F: 0,000					

Based on the results of the path analysis of regression equation 1 as presented in table 3, the structural equation is as follows:

$$Z = \beta_2 X + e_1$$

$$Z = -0,474X + e_1$$

Table 4. Results of Path Analysis of Regression Equation 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	14.924	2.634		5.667	0.000
1 Job Stress (X)	-0.417	0.077	-0.391	-0.544	0.000
Job Satisfaction (Z)	0.566	0.073	0.559	7.780	0.000
R ² : 0.843					
F statistic: 100,286					
Sig. F: 0,000					

Based on the results of the path analysis of regression equation 2 as presented in Table 4.10, the structural equation is as follows:

$$Y = \beta_1 X + \beta_3 Z + e_2$$

$$Y = -0,391X + 0,559Z + e_2$$

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Based on structural equations 1 and structural 2, a final path diagram model can be prepared. Before constructing the final path diagram model, the standard error value is first calculated as follows.

$$P_{ei} = \sqrt{1 - R_i^2}$$

$$P_{e1} = \sqrt{1 - R_1^2} = \sqrt{1 - 0.224} = 0.880$$

$$P_{e2} = \sqrt{1 - R_2^2} = \sqrt{1 - 0.843} = 0.396$$

Based on the results of calculating the influence of error (P_{ei}), then the result of the effect of error (P_{e1}) obtained is 0.880 and the effect of (P_{e2}) is 0,396. After analyzing e1 dan e2, the total coefficient of determination is calculated as follows:

$$R^2_m = 1 - (P_{e1})^2 - (P_{e2})^2$$

$$= 1 - (0,880)^2 - (0,396)^2$$

$$= 1 - 0,774 - 0,156$$

$$= 1 - 0,120$$

$$= 0,880$$

A total determination value of 0.880 means that 88 percent of the organizational commitment variable is influenced by job stress and job satisfaction variables, the remaining 12 percent is explained by other factors outside the model formed.

Table 5. Normality Test Results

		Unstandardized Residual
N		85
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.49478004
Most Extreme Differences	Absolute	.055
	Positive	.053
	Negative	-.055
Test Statistic		.055
Asymp.Sig. (2-tailed)		.200 ^{c,d}

Based on table 5, it can be seen that the Asymp Sig (2-tailed) value is 0.200, these results indicate that the regression equation model has a normal distribution because the Asymp Sig (2-tailed) value is greater than the alpha value of 0.05 (0.200 > 0.05).

Table 6. Multicollinearity Test Results

Variabel	Tolerance	VIF
Job Stress (X)	.960	1.041
Job Satisfaction (Z)	.960	1.041

Based on table 6, it can be seen that the tolerance and VIF values for the job stress and job satisfaction variables show that the tolerance value for each variable is greater than 0.10 and the VIF value is less than 10, which means that the regression equation model for this research is free from multicollinearity.

Table 7. Heteroscedasticity Test Results

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	.208	1.616		.129	.898
Job Stress (X)	.041	.053	.087	.776	.440
Job Satisfaction (Z)	-.013	.043	-.035	-.311	.757

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In table 7 it can be seen that the significance value of the work stress variable is 0.440 and the job satisfaction variable is 0.757. This value is greater than 0.05, which means there is no influence between the independent variables on the absolute residual so that the model created does not contain symptoms of heteroscedasticity.

Calculates path coefficients based on regression coefficients

1) Direct Effect)

Direct influence occurs if a variable influences another variable without any other mediating variable.

- a. The influence of the work stress variable (X) on job satisfaction (Z):

$$X \longrightarrow Z = -0,474$$

- b. The influence of the job satisfaction variable (Z) on organizational commitment (Y):

$$Z \longrightarrow Y = 0,559$$

- c. Influence of work stress variables (X) on organizational commitment (Y):

$$X \longrightarrow Y = -0,391$$

2) Indirect Effect

Indirect influence occurs if there are other variables that mediate the relationship between the two variables.

- a. The influence of the work stress variable (X) on organizational commitment (Y) with job satisfaction (Z) as a variable intermediary:

$$X \longrightarrow Z \longrightarrow Y = (-0,474) \times (0,559) = -0,264$$

3) Total Effect

To understand the total effect, this can be done by adding the direct influence of job stress on organizational commitment and then multiplying the direct influence of job stress on job satisfaction with the direct influence of job satisfaction on organizational commitment. The total influence of variable X on Y through Z can be formulated as follows:

$$\begin{aligned} \text{Total effect} &= -0,391 + (-0,474 \times 0,559) \\ &= -0,655 \end{aligned}$$

Table 8. Test Results of Direct Effect, Indirect Effect, and Total Effect

Influence of Variables	Direct Influence	Influence No Straight Through Job Satisfaction (Z) ($\beta_1 \times \beta_3$)	Total Influence
X \longrightarrow Y	-0,391	-0,264	-0,655
Z \longrightarrow Y	0,559		0,559
X \longrightarrow Z	-0,474		-0,474

5. DISCUSSION

The results of hypothesis testing in this study show that work stress has a negative and significant effect on organizational commitment. Therefore, it can be concluded that the higher the level of employee work stress, the more the organizational commitment of BPD Bali Mangupura Branch employees will decrease, so that H1 is declared accepted. Research (Setiawan, 2018) shows that the higher the work stress felt by employees will cause decreased organizational commitment to the company. With high work stress, employees can experience physical and mental fatigue, so that when the company has problems, employees tend not to care about them. Work stress is a negative condition felt by someone that has an impact on themselves and their environment. Makkira (2022) said that work stress is a condition of tension that affects a person's emotions, way of thinking and physical condition, resulting in a person's inability to interact positively.

The results of hypothesis testing in this research show that job satisfaction has a positive and significant effect on organizational commitment. Therefore, it can be concluded that the higher the level of employee job satisfaction, the higher the level of organizational commitment of BPD Bali Mangupura Branch employees, so that H1 is declared accepted. Research (Mahayasa, 2018) found that job satisfaction has a positive and significant influence on organizational commitment. With low job satisfaction, employees feel that the company does not pay attention to their welfare, so employees only do their work without feeling comfortable. Job satisfaction is a pleasant feeling felt by someone which has an impact on themselves and their environment. Nabawi (2019) said that job satisfaction is an emotional state that is pleasant or unpleasant for employees when viewing their work.

The results of hypothesis testing in this study show that work stress has a negative and significant effect on job satisfaction.

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Therefore, it can be concluded that the higher the level of employee work stress, the lower the job satisfaction rate of employees at BPD Bali Mangupura Branch, so that H1 is declared accepted. Prawira's (2019) research found that work stress has a significant negative influence on job satisfaction, this means that the work stress experienced by employees can influence what they feel. With high work stress, employees feel bored with their work, so employees will make a low contribution to the company. Work stress is a negative condition felt by someone that has an impact on themselves and their environment. Makkira (2022) said that work stress is a condition of tension that affects a person's emotions, way of thinking and physical condition, resulting in a person's inability to interact positively.

Based on the significance value obtained from testing the influence of job satisfaction on organizational commitment, namely 0.000, where this figure is smaller than 0.05, it is stated that job satisfaction has a significant effect on organizational commitment. Therefore, in this study it is stated that job satisfaction is a mediating variable of the influence of work stress on organizational commitment.

6. CONCLUSION

Based on the results of the research discussion conducted, it can be concluded that: (1) work stress has a negative and significant effect on organizational commitment, which means that the higher the level of employee work stress, the lower the level of organizational commitment of employees at BPD Bali, Mangupura Branch. (2) job satisfaction has a positive and significant effect on organizational commitment, which means that job satisfaction is the main factor influencing the organizational commitment of BPD Bali Mangupura Branch employees. (3) work stress has a negative and significant effect on job satisfaction, which means that the higher the level of employee work stress, the more the job satisfaction of BPD Bali Mangupura Branch employees will decrease. (4) job satisfaction mediates the effect of job stress on organizational commitment, which means that job stress will have a significant impact on organizational commitment if it is mediated by job satisfaction.

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