

The Effect of Job Stress and Job Satisfaction on Organizational Commitment

Lukmanul Hakim
Management Study Program, Faculty of Economics
Universitas Swadaya Gunung Jati
lukmanul.hakim3991@gmail.com

Agi Syarif Hidayat
Management Study Program, Faculty of Economics
Universitas Swadaya Gunung Jati
agi.unswagati@gmail.com

Abstract

The purpose of this study is to determine the effect of job stress and job satisfaction on organizational commitment. The research method used is quantitative research method. Population in this research is employees of marketing department at PT. Toyamilindo Cirebon with 50 people. Sampling technique used is saturated sampling technique, so that all members of the population sampled as many as 50 people. Data retrieval technique uses questionnaire with likert scale as instrument measurement scale. Data analysis techniques used is multiple regression analysis. The results of the research show that: 1) job stress does not have significant effect to organizational commitment, 2) job satisfaction has significant effect to organizational commitment.

Keywords : Job stress; job satisfaction; organizational commitment

JEL Classification: M12, M54, M55

INTRODUCTION

Human resources is one of the important production factors for an organization or company. The existence of highly competent human resources is the key to the company's competitive advantage. Companies must be able to retain employees who have high competence to stay in the organization. The desire of employees to remain a member of the organization is often called organizational commitment.

Luthans, (2006) defines organizational commitment as a

strong desire to remain a member of a particular organization, a desire to strive according to the wishes of certain organizations and beliefs, and acceptance of organizational values and goals. The values contained in organizational commitment will certainly have a positive impact for the company.

Organizational commitment is often associated with performance and turnover intention. Employees with high organizational commitment levels, have high performance, (Budiono, 2016).

Beside that, employees with high organizational commitment have low turnover tendency, (Amri, Marzuki, & Riyanto, 2017; Sutanto, EM, & Gunawan, 2013). Organizational commitment has great influence for the sustainability of the organization, it is necessary for the companies to keep their employees' commitment.

Maintaining organizational commitment is currently a challenge for many organizations, especially for business organizations with high competitive level. Increased business competition makes employees feel depressed by high job target, so that, many employees choose to resign from their work. In addition, low organizational commitment can be seen from the high or low attendance of the employees. Low attendance rate indicates low employees' commitment to the organization.

One type of works that has high turnover rate is employees at marketing department. Jobs in the field of marketing, is one of the challenging jobs because in this type of work, every employee is required to achieve high work targets. Sanjeev, (2017) shows the high turnover of employees in sales and marketing in the field of Indian pharmaceutical industry which reached 25% -30%. The high pressure of work experienced by employees in the marketing section reflects the work stress experienced by the employees.

Related to the stress of work, there are interesting research conducted by (Iresa, Utami, & Prasetya, 2015). The results indicate

significant influence of job stress on organizational commitment, it means that the job stress experienced by employees can lead to decreased organizational commitment. Handling employees' stress is important to be noticed by the company because increasing job stress will decrease the commitment of employees, especially the commitment of employees to survive within the organization. However, Different results of researches show that although job stress can negatively affect organizational commitment, but its influence is not significant enough to decrease organizational commitment (Assegaf, 2012; Batool, M., & Ullah, 2013). The differences in the results of this study become important for further study whether job stress has significant influence on organizational commitment.

One effort that can be done to increase organizational commitment is to improve employee's job satisfaction. Job satisfaction is an employee's perception of how well their work provides what is important, (Luthans, 2006). Akbar, FH, Hamid, D., & Djudi, (2016); Puspitawati & Riana, (2014) concluded in the results of their researches that there is positive and significant influence of job satisfaction to organizational commitment, it means that increasing job satisfaction will increase organizational commitment.

Some of the results of this study indicate that job stress and job satisfaction have an influence on organizational commitment. The

purpose of this study is to determine the effect of job stress and job satisfaction on organizational commitment, so that the results of this study can be used as a consideration for management in taking policy, as well as reference for further research.

LITERATURE REVIEW

Job Stress

There is high working pressure for the employees as the result of competition in the business world, so that many employees experience job stress. Job stress is a tensed condition that creates physical and mental imbalance which affects the emotion, mind, and condition of an employee, (Rivai & Sagala, 2011). Job stress is also defined as an unpleasant psychological process that occurs in response to environmental stress, (Robbins & Judge, 2008).

Hasibuan, (2014) identifies several factors that cause stress include: 1) difficult and excessive workload, 2) pressure and unfair attitude of the leader, 3) conflicts between the person and the leader or working group, 4) unworthy rewards, 5) family problems.

To understand that someone experiences stress at their work, Robbins & Judge, (2008) explain three phenomenas, 1) physiological symptoms, 2) psychological symptoms, 3) behavioral symptoms, while Cox (in Gibson, Ivancevic, & Donnelly, 1995) stated that there are 5 impacts of job stress: 1) subjective impact, 2) behavioral impact, 3) cognitive impact, 4) physiological impact, 5) organizational impacts.

Job Satisfaction

Job satisfaction is the (positive) attitude of the workforce, which is based on the assessment of the work situation (Umam, 2012), this is the result of employees' perceptions of how well their work provides what is considered important (Luthans, 2006).

Munandar (2010), establishes job satisfaction dimensions such as: 1) the intrinsic characteristics of the job, 2) fair salary, 3) supervision, 4) supporting colleagues, 5) working conditions. Luthans (2006) explains there are several dimensions that can be used to measure employees' job satisfaction: 1) the job itself, 2) salary, 3) promotion opportunities, 4) supervision, 5) co-workers.

Organizational Commitment

Organizational commitment is a strong desire to remain as a member of a particular organization, a desire to strive according to certain organization's wishes and beliefs, and acceptance of organizational values and goals (Luthans, 2006). Organizational commitment can also be interpreted as the degree to which a person recognizes an organization and is tied to its goals, (Kreitner & Kinicki, 2014).

Meyer and Allen (in Umam, 2012) describe three dimensions of organizational commitment: 1) *Affective commitment*, 2) *Continuity commitment*, 3) *Normative commitment*, while according to Spector (in Sopiah, 2008), the dimensions of organizational commitment are 1) *Affective commitment*, 2)

Continuance commitment, 3)
Normative commitment.

Framework of Thinking

Job Satisfaction and Organizational Commitment

Organizational commitment is the level at which a person recognizes an organization and is tied to its goals, (Kreitner & Kinicki, 2014). Employees with high organizational commitment are assets for the company. One effort that can be done to increase organizational commitment is to improve employees' job satisfaction. Some results of researches conducted by Akbar, FH, Hamid, D., & Djudi, (2016); Puspitawati & Riana, (2014); Rehman, K., Rehman, Z., Saif, N., Khan, AS, Nawaz, A., & Rehman, (2013) indicate a positive and significant relationship between job satisfaction and organizational commitment, that means increasing job satisfaction will have an impact on the increase of organizational commitment of the employees.

Job Stress and Organizational Commitment

One effort that can be done to increase organizational commitment is to reduce employees, stress. Job stress is an unpleasant psychological process that occurs in response to environmental stress, (Robbins & Judge, 2008). Alipour & Monfared, (2014); Iresa et al., (2015); Masihabadi, A., Rajaei, A., Koloukhi, A., & Parsian, (2015), examined the effect of job stress on organizational commitment, and concluded that job stress has negative and significant impact on organizational commitment, the

increasing stress of employees will decrease the organizational commitment.

Hypotheses

Based on the framework, the formulated hypotheses are:

1. There is significant influence of job satisfaction on organizational commitment
2. There is significant influence of job stress on organizational commitment
3. There is significant influence of job satisfaction and job stress on organizational commitment

METHOD

The research method used in this study is quantitative research method. Researchers choose to use this method because the purpose of this study is to determine the magnitude of influence and significance between job stress and job satisfaction on organizational commitment.

Population in this research is employees of marketing department at PT. Toyamilindo Cirebon with 50 people. Sampling technique used in this research is saturated sampling technique, where in this study all members of the population sampled, so the number of samples in this study were 50 people.

Data retrieval techniques in this study is questionnaires with Likert scale. Data analysis technique used is multiple regression analysis. Stages of data analysis performed include the validity and reliability test, correlation analysis, determination and hypothesis test.

RESULT AND DISCUSSION

Result

To determine the accuracy of the instrument in measuring the observed variables, the validity test is conducted for the variable instrument of job stress, job satisfaction and organizational commitment. Based on the result of validity test, it is known that all

instruments in job stress, job satisfaction and organizational commitment are valid, because it has bigger r value than r table, all r value is bigger than 0.278.

To determine the degree of consistency of the research instruments, the reliability test is conducted and the result is as follows:

Table 1 Reliability statistic

Variable Name	Cronbach's Alpha	N of Items
Job Stress	0.75	9
Job Satisfaction	0.91	13
Organizational Commitment	0.80	6

Source: Results of Data processing, 2017

Based on the reliability test results, it is known that the value of Cronbach's Alpha of job stress is 0.75, Cronbach's Alpha value of job satisfaction is 0.91, Cronbach's Alpha value of organizational commitment is 0.80, this indicates that all

research variables are reliable because the value of Chronbach's Alpha is above 0.6.

The magnitude of the effect of job stress and job satisfaction on organizational commitment can be seen in the following table:

Table 2 Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	9,890	2,147		4,607	,000
Job stress	-,011	,059	-,017	-,187	,853
Job satisfaction	,299	,035	,782	8,595	,000

a. Dependent Variable: organizational commitment

Source: Results of Data processing, 2017

Based on the table above, we can know the value of correlation coefficient between job stress and job satisfaction with organizational commitment partially. It is known that correlation coefficient value between job stress and organizational commitment is -0.017, it shows that the degree of closeness of relationship between

job stress and organizational commitment included in very weak category. The correlation coefficient value of job satisfaction and organizational commitment is 0.782, this shows that the degree of closeness of the relationship between job satisfaction and organizational commitment included in the strong category.

The magnitude of influence between job stress and job satisfaction on organizational commitment partially is done by calculating the coefficient of determination. The coefficient of determination is obtained from the coefficient of correlation. Coefficient of determination between job stress and organizational commitment is 0.0002, it shows that the accuracy of research model between job stress and organizational commitment is

0.2%. The coefficient of determination of job satisfaction and organizational commitment is 0.611, it shows the accuracy of research model between job satisfaction and organizational commitment is 61%.

The magnitude of the effect of job stress and job satisfaction on organizational commitment can be known by looking at the table of model summary contained in the table below:

Table 3 Summary of Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,782 ^a	,611	,595	2,379

a. Predictors: (Constant), Job Satisfaction, Work Stress

b. Dependent Variable: Organizational Commitment

Source: Results of Data processing, 2017

Based on the table above, it is known that the correlation coefficient value of job stress and job satisfaction with organizational commitment is 0.782, this means that the degree of closeness relationship between job stress and job satisfaction on organizational commitment belongs to strong category.

The coefficient of determination of job stress and job satisfaction with organizational commitment is 0.611, it means that the accuracy of job stress model and job satisfaction toward organizational commitment is 61%.

To know the significance of the effect of job stress and job

satisfaction on organizational commitment partially, it can be seen from table 3. Based on table 3 it is known that the sig value of job stress variable is $0.85 > 0.05$, it means that there is no significance influence of job stress on organizational commitment, it is known that the sig value of job satisfaction is $0.00 < 0.05$, it means that there is a significant influence of job satisfaction on organizational commitment. To know the significance effect of job stress and job satisfaction on organizational commitment simultaneously, it can be seen in ANOVA table 5 below:

Table 4 ANOVA

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	418.315	2	209.157	36.942	000 ^b
	Residual	266.105	47	5.662		
	Total	684.420	49			

a. Dependent Variable: Organizational commitment

b. Predictors: (Constant). Job satisfaction. Stress work

Source: Results Data processing, 2017

Based on Table 4, note that the value of Sig is 0.00 <0.05, so we can conclude that there is simultaneously significant influence of job stress and job satisfaction on organizational commitment.

Discussion

Based on the results, note that there is no significant influence of job stress on organizational commitment, the influence of job stress is not significant enough to decrease organizational commitment. The results of this study have similarities with the results of research conducted by Assegaf (2012). Assegaf in his research indicates that job stress does not have significant effect on organizational commitment. However, the results of this study differ from the results of research conducted by Iresa et al (2015) which showed positive and significant influence of job stress on organizational commitment.

Current job stress studies are more often associated with job satisfaction as well as work fatigue, while organizational commitment is often associated with compensation policies. Compensation is a service that is given by the company for the contribution that has been given by employees to the company. Hidayat

(2015) explains that compensation and career development are determinant of organizational commitment. Higher compensation and better career development system will have an impact on the increasing commitment of employee organizations.

The finding of the study showed that there is no effect of job stress on organizational commitment, this finding is interesting to be studied further, this is because research of job stress are more often conducted to the employees at hospital with high work pressure. It is suspected that the stress experienced by employees at PT Toyamilindo is not job stress but more like emotional fatigue. Emotional fatigue is a tiredness in individuals associated with personal feelings characterized by a sense of helplessness and depression. Employees with high levels of emotional fatigue have low organizational commitments.

The results of further research show that job satisfaction has significant influence on employee performance. Increased employee job satisfaction will impact on the increasing organizational commitment of employees. The results of this study support the results of previous

research which showed positive and significant influence between job satisfaction with organizational commitment, (Puspitawati & Riana, 2014).

CONCLUSION

Based on the discussion, it can be concluded that: 1) job stress has no significant effect on organizational commitment, 2) job satisfaction has significant effect on organizational commitment, 3) simultaneously job stress and job satisfaction have significant effect on organizational commitment.

IMPLICATIONS, LIMITATIONS AND SUGGESTIONS

The implications of this study are for the company to improve employee satisfaction, especially satisfaction in terms of salary, this is because satisfaction of salary is one of indicators that is considered less by employees. Limitations in this study is that this study is only done in one company, while the increase in turnover occurs also in other similar companies.

Suggestions for further research are to re-examine job stress on commitment and test other variables that can influence commitments such as compensation and career development.

REFERENCES

- Akbar, F. H., Hamid, D., & Djudi, M. (2016). Pengaruh Kepuasan Kerja Terhadap Komitmen Organisasional Dan Kinerja Karyawan (Studi Pada Karyawan Tetap Pg Kebon Agung Malang). *Jurnal Administrasi Bisnis*, 38(2), 79-88.
- Alipour, F., & Monfared, MK (2014). Examining the relationship between job stress and organizational commitment among nurses of Hospitals. *Journal of Patient Safety & Quality Improvement*, 3(4), 277-280.
- Amri, U., Marzuki, A., & Riyanto, S. (2017). Pengaruh Kepuasan Kerja, Stres Kerja, dan Komitmen Organisasi terhadap Turnover Intention pada Head Office PT. Thamrin Brothers Palembang. *Jurnal Kompetitif*, 6(1), 109-128.
- Assegaf, Y. U. (2012). Pengaruh Konflik Peran dan Stres Kerja Terhadap Komitmen Organisasi (Studi Pada Akuntan Publik Dan Akuntan Pemerintah Di Daerah Istimewa Yogyakarta Tahun 2005). *Jurnal Akuntansi dan Bisnis*, 5(2).
- Batool, M., & Ullah, R. (2013). Impact of Job Satisfaction on Organizational Commitment in Banking Sector: Study of Commercial Banks in the District of Peshawar. *International Review of Basic and Applied Sciences*, 1(2), 12-24.
- Budiono, D. S. (2016). Pengaruh Budaya Organisasi Terhadap Kinerja Karyawan Melalui Komitmen Organisasi sebagai Variabel Intervening pada PT. Kerta Rajasa Raya. *Jurnal Riset Ekonomi Dan Manajemen*, 16(1), 29-43.
- Caesarani, A. C., & Riana, G. (2016). Pengaruh Stres Kerja terhadap Komitmen Karyawan dan

- Turnover Intention Pada Sari Segara Resort Villa & Spa. *E-Jurnal Manajemen Unud*, 5(9). 5722-5737.
- Gibson, James L, John M. Ivancevic dan James, H. Donnelly. (1995). Organisasi (perilaku, struktur dan proses). Jakarta: *Erlangga*.
- Hasibuan, Malayu S.P. (2014). Manajemen Sumber Daya Manusia. Jakarta: *PT. Bumi Aksara*.
- Hidayat, A. S. (2015). Pengaruh Kompensasi dan Pengembangan Karir terhadap Komitmen Organisasi (Studi Kasus pada PT. Bank BRI Syariah cabang Bandung Suniaraja). *Jurnal Ecodemica: Jurnal Ekonomi, Manajemen, dan Bisnis*, 3(1), 334-341.
- Iresa, A. R. (2015). Pengaruh Konflik Kerja Dan Stres Kerja Terhadap Komitmen Organisasional Dan Kinerja Karyawan (Studi pada Karyawan PT. Telekomunikasi Indonesia, Tbk Witel Malang). *Jurnal Administrasi Bisnis*, 23(1).
- Kreitner, Robert & Angelo Kinicki. (2014). Perilaku Organisasi (edisi 9) Buku 1. Jakarta: *Salemba Empat*.
- Luthans, Fred. (2006). Perilaku Organisasi (Edisi Sepuluh). Jogjakarta: *Andi*.
- Masihabadi, A., Rajaei, A., Koloukhi, A., & Parsian, HA (2015). Effects of stress on auditors' organizational commitment, job satisfaction, and job performance. *International Journal of Organizational Leadership*, 4, 303-314.
- Munandar, Azhar Sunyoto. (2010). Psikologi Industri dan Organisasi. Jakarta: *UI Press*.
- Puspitawati, N. M. D., & Riana, I. G. (2014). Pengaruh kepuasan kerja terhadap komitmen Organisasional dan kualitas layanan. *Jurnal Manajemen Strategi Bisnis dan Kewirausahaan*, 8(1).
- Rehman, K., Rehman, Z., Saif, N., Khan, AS, Nawaz, A., & Rehman, S. (2013). Impacts of job satisfaction on organizational commitment: a theoretical model for academicians in HEI of developing countries like Pakistan. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 3(1), 80-89.
- Rivai, V., & Sagala, EJ (2011). *Human Resource Management for the Company*. Jakarta: Rajawali Press.
- Robbins, Stephen. dan Timoty. A. Judge. (2015). Perilaku Organisasi. Jakarta: *Salemba Empat*.
- Sanjeev, MA (2017). Impact of Individual and Employment Variable on Job Satisfaction & Turnover Intentions between Sales and Marketing Professionals. *Procedia Computer Science*, 122, 55-62. <https://doi.org/10.1016/j.procs.2017.11.341>
- Sopiah. (2008). *Organizational Behavior*. Yogyakarta: Andi Publisher.
- Sutanto, E. M., & Gunawan, C. (2013). Kepuasan kerja, komitmen organisasional dan

- turnover intentions. *Jurnal Mitra Ekonomi Dan Manajemen Bisnis*, 4(1), 76-88.
- Umam, Khaerul. (2012). *Perilaku Organisasi*. Bandung: CV. *Pustaka Setia*.
- Widayanti, Kadek Sri & Ni Ketut Sariyathi. (2016). *Pengaruh Kepuasan Kerja, Pemberdayaan Karyawan dan Stres Kerja Terhadap Komitmen Organisasi Pada CV. Akar Daya Mandiri*. *E-Jurnal Manajemen Unud*, 5(11), 7022-7049.
- Zainal, Veithzal Rivai. dkk. (2016). *Manajemen Sumber Daya Manusia Untuk Perusahaan*. Jakarta: *PT. Raja Grafindo Persada*.