

Organizational Commitment and Job Satisfaction: Job Stress as Mediation

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ABSTRACT

This study aims to see how Organizational Commitment and Job Satisfaction: Stress as a Mediation on Members of the Rokan Hilir Police. In addition, this study will also look at the interaction of the two variables. This type of research is explanatory research. The population is members of the Rokan Hilir Police Station, totaling 93 people. Data analysis in this study using SEM-PLS. Based on the data processing, it was found that there was a positive and significant relationship between organizational commitment and job satisfaction of the members of the Criminal Investigation Unit of the Rokan Hilir Police. The findings of this study are that work stress has a negative and significant effect on job satisfaction of the members of the Criminal Investigation Unit of the Rokan Hilir Police. Because the higher the job stress, it tends to reduce job satisfaction. The limitation of this study is the lack of population size used. So it is suggested to further researchers to continue this research by developing the population so that the results can be generalized.

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Organizational Commitment, Job Satisfaction, Job Stress and Members of the Rokan Hilir Police.

Introduction

Human resource management scientists argue that in order to retain employees it is very important for organizations to understand the needs, wants, job satisfaction, employee morale and make appropriate policies to coordinate individual goals (employee job satisfaction) and organizational goals as an important step towards efficiency and effectiveness. achieve organizational performance. In recent years, more attention has been paid to job stress and its effects on organizations (Masihabadi et al., 2015). Stress has an effect on physical health that can damage the organization. Acute stress destroys the organization's human resources and defeats the organization's goals. Stress is one of the important factors of mental health for an ever-changing and dynamic world. Therefore, this study examines how job stress mediates the effect of organizational commitment on job satisfaction.

Organizational commitment is defined as the strength of employee identification with the organization (Porter, Steers, Mowday, & Boulian, 1974 in Ozge et al., 2015). According to this definition, organizational commitment consists of three components: (1) having absolute belief in the goals and values of the organization, (2) making all necessary efforts for the benefit of the organization and (3) having a strong desire to continue the organization. It is also emphasized that it is a process. Similarly, Luthans (2002) in Clinebell et al, (2013) states that organizational commitment is a process in which organizational members feel they have

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a stake in the welfare and success of the organization as well as attitudes that reflect commitment to an organization. In addition, organizational commitment occurs when an employee feels he or she is part of an organization (Marchiori & Henkin, 2003 in Clinebell et al., 2013; Anita R & Adi Rahmat, 2022; Rizal et al., 2022; SK et al., 2022)

Other research on this topic states that organizational commitment aims to explain a person's attitudes and behavior towards the organization where they work (Mathews & Shepherd, 2002 in Clinebell et al., 2013); it is a concept that should be considered in detail, considering the role it plays for the organization, its employees internalize the values of the organization to achieve targets and contribute to the successful achievement of organizational goals.

Organizational commitment is a psychological construct that has the characteristics of an individual's relationship with the organization and has an effect on whether the individual remains in the organization; it can also be said as the level of trust of an individual in his organization so that he is willing to accept the goals set and decides not to leave the organization (Mowday, 2000; Matis & Jacson, 2000). Commitment is very important for organizations that have a desire to retain talented employees. Commitment represents the degree to which employees 'integrate' with the organization (Fu and Deshpande, 2013). As quoted by Dinc (2017) that Guest (1995) emphasizes that organizational commitment is the core of human resource management. Commitment to transform traditional workforce management into modern human resources. Porter et al. (1974) defined organizational commitment as the relative strength of an individual's identification and involvement in a particular organization (p. 604). Furthermore, Dee, Henkin, and Singleton (2006) also describe organizational commitment as the desire of an employee to be loyal to his organization. Most definitions of organizational commitment emphasize the idea that employees who are devoted to their organization are always hardworking (Singh, 1998), and have a stronger intention to stay with the organization, as opposed to employees who have a weaker commitment (Allen and Grisaffe, 2001). There are many models that try to explain the dimensions of organizational commitment. The best known is Meyer and Allen's (1991) "three-component model".

Citing Dinc (2017), the conceptualization of three components is affective, ongoing and normative commitment. Affective commitment represents the commitment / inner attachment of the individual to the organization. Continuing commitment is the perceived cost associated with if the employee leaves the organization. While normative commitment is related to the individual's sense of responsibility to remain with the organization. On the other hand, although these three dimensions can be considered as dominant models of organizational commitment in many literatures (eg Bentein, et al., 2005), but because they have been criticized by several scientists, they were redeveloped by Eagly and Chaiken (1993) to produce a model more specific to various problems in the organization. Eagly and Chaiken (1993) argue that affective commitment is the same as attitude towards the organization, but for continuance and normative commitment refers to the anticipated outcome of a behavior,

namely the act of leaving. However, this study will be consistent with the theory proposed by Meyer & Allen (1991) as carried out by Dinc (2017).

Quoted from the Dinc article (2017), job satisfaction is an important concept in organizational psychology. The large number of publications on job satisfaction since 1973 has made it one of the most studied topics in organizational psychology (Despande, 1996). Locke (1976) defines job satisfaction as a pleasant or positive emotional state resulting from an appraisal of one's job or work experience. Job satisfaction includes various aspects, as suggested by Smith, Kendall, and Hulin (1969) namely satisfaction with salary, promotion, with co-workers, satisfaction with the job itself and satisfaction with supervision.

There are many studies that examine the relationship between commitment and job satisfaction (Dinc and Huric, 2016; Malik, Nawab, Naeem, and Denmark, 2010). The research of Siddiq et al. (2016) on the relationship between organizational commitment and job satisfaction of nurses in public and private sector hospitals in Peshawar, Pakistan. This study uses an instrument with Cronbach alpha = 0.91, contains 27 statement items to measure the components of organizational commitment and job satisfaction. The sample size (n = 120) was randomly selected, consisting of only female nurses. The results showed that affective and normative commitment were significantly positively related to job satisfaction, while continuance commitment had an effect but not significantly related to the job satisfaction of the nurses. The results reveal that employees who are highly committed to the organization have higher levels of job satisfaction. Then Dinc (2017) supports the results of this study. He analyzed the impact of organizational commitment on job satisfaction and performance. Also analyze how.

In general, job stress has been viewed as a precursor to job satisfaction (Stanton, Bachiochi, Robie, Perez, & Smith, 2002 in Venkataranman & Ghanapati, 2013). According to Stamps and Piedmonte (1986) in Venkataranman & Ghanapati (2013) job satisfaction has been found to have a significant relationship with job stress. Organizational factors such as workload and working conditions are negatively related to job satisfaction. Lack of satisfaction can be a source of stress, while high satisfaction can alleviate the effects of stress which means that both job stress and job satisfaction are interrelated (Fletcher & Payne, 1980 in Venkataranman & Ganapathi, 2013; Abdillah et al., 2017).

According to Venkataranman & Ganapathi (2013) the term stress is basically from physics where it means a force placed on an object causing damage, bending, or breaking. In the case of humans, stress is often used to describe the body's response to demands placed on it, whether these demands are favorable or unfavorable. Anything that causes stress is called a stressor. "Stress is a condition that occurs when a person becomes aware of the pressure on them or the wider requirements of a situation than they can handle, and if these requirements are very great and continue for a long period of time without pause, mental, physical or behavioral problems can occur.

Venkataraman & Ganaphati (2013) found that work stress factors from workload and role conflict have a negative impact on job satisfaction of temporary employees. This means that if job stress is high, job satisfaction will decrease. Conversely, if job stress decreases, employee job satisfaction will increase. Meanwhile Aryanta et al, (2019) found that job stress had no effect on job satisfaction. Work stress is caused by organizational aspects, long working hours, lack of organizational support and organizational change, lack of support from supervisors and colleagues, conflicts with demands and pressures (Ahmadi and Alireza, 2007 in Venkataraman & Ganaphati, 2013). A study of Malaysian naval personnel examined the relationship between stress and job satisfaction. The results reveal that job stress is negatively related to eight job satisfaction (Bokti and Talib, 2009). Job stress has a direct negative effect on job satisfaction (Noordin Yahaya, et. al., 2010).

Based on previous research, research gaps, and the concepts described above, the authors are interested in taking the title "Organizational Commitment and Job Satisfaction: Stress as a Mediation".

Theoretical support

Organizational Commitment

Organizational commitment plays an important role in the success and survival of the organization. Commitments have a stronger need to have than the average employee and have been practicing human resources based on seniority for a long time, and they demand strong organizational loyalty from their employees (Park, Lee & Kabst, 2008) in Mabasa et al. (2016). Employee commitment to the organization where they work is one of the key competitive advantage strategies. It is important to understand how employees can stay committed to their organization to achieve extraordinary results for the success of the organization.

Work Stress

Job stress is the result or response to certain stimuli in the environment. Nowadays, job stress is becoming more evident and leads to low employee morale. The causes of job stress can be attributed to changes in technology, competitive lifestyles and various other social factors. Work stress is a double-edged sword, it can be productive and counter-productive (Vijayan, 2018). It can be productive when it helps or motivates people to work more and perform well. This will enable them to explore opportunities and lead to increased work productivity. It can be counter-productive when external factors create more pressure to work but do not lead to tangible results. Job stress applies in the daily life of every employee and it has an impact on their job performance. Work stress can occur due to several factors such as overwork, workload, low salary, lack of incentives, motivation at work, recognition and so on (Vijayan, 2018).

Work stress is one of the serious problems that afflicts every employee in the workplace (Tunjungsari, 2011). Stress can arise as a result of pressure or tension that comes from an

incompatibility between a person and his environment. The stress experienced by employees due to the environment they face will affect their performance and job satisfaction, so management needs to improve the quality of the organizational environment for employees (Noviansyah and Zunaidah, 2011).

Job satisfaction

Job satisfaction is generally defined as a pleasant or positive emotional state resulting from an appraisal of one's job or work experience (Locke, 1976) in Mishra (2015). Job satisfaction is associated with various organizational and individual outcomes (Judge, Parker, Colbert, Heller, & Ilies, 2001, in Mishra, 2015).

A person's satisfaction or dissatisfaction with one thing depends on the justice he feels in a situation. It can be felt if he compares what he has felt with other people. As stated by Kenneth N. Wexley, Gary A. Yukl (1987:133) in Hendri (2019) found that people will feel satisfied or dissatisfied, depending on whether they feel there is justice (equity) or not in a situation (the theory of justice).

Research Framework

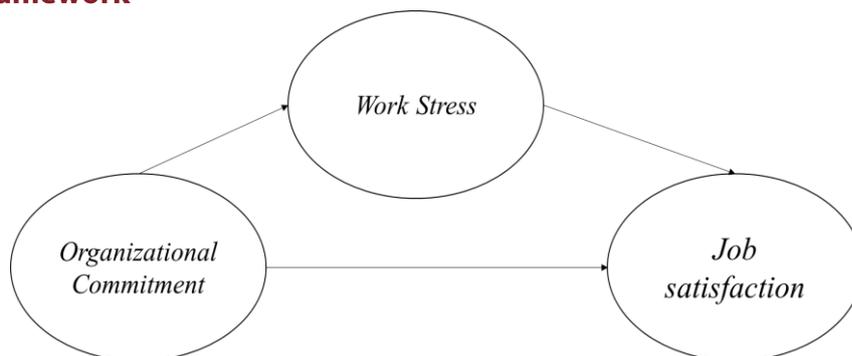


Figure 1. Research Framework.

Research method

Quantitative Method

This study uses quantitative methods by explaining that the research paradigm emphasizes an understanding of problems in social life based on conditions of reality or natural settings that are holistic, complex and detailed. The nature of this research is descriptive and verification, describing the characteristics of the variables studied and testing the truth of a hypothesis. This descriptive method examines the description of organizational commitment to job satisfaction with job stress as a mediation.

Analysis of the verification method was carried out to test hypotheses using statistical test tools (Uma Sekaran, 2006, in Handayani, 2020: 86). Verificative analysis to test the truth of a hypothesis which is carried out through data collection in the field about the variables studied. As for this study will examine the effect of organizational commitment on job satisfaction

with job stress as a mediation. The place of research is the Criminal Investigation Unit of the Resort Police (Satreskrim Polres) Rokan Hilir (Rohil). The selection of the research site was based on the fact that it is common knowledge that members of the police have longer working hours than other professions in Indonesia, including members of the Rohil Police. So that quite often it causes them to come home in the middle of the night and don't even go home to see their families, putting high pressure on them. That is why the Rohil Police Station is considered the right place for research in accordance with the variables to be studied.

Results

Analysis SEM-PLS

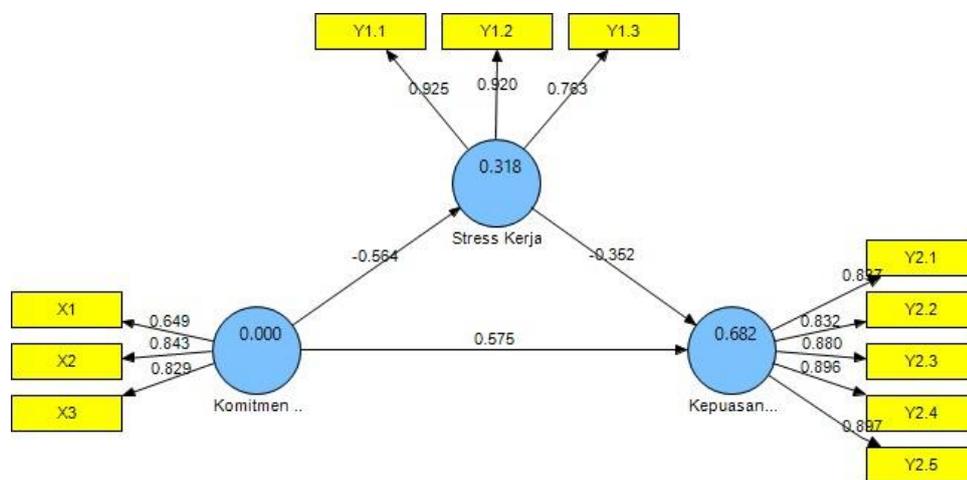


Figure 2. Path Chart

Significance Test Results

Table 1. Significance Test Results

Hypotesis	T Statistics (O/STDEV)	P Values	Note
Commitment > Stress	11,227	0,050	Received
Stress > Job satisfaction	6,640	0,053	Received
Commitment > Job satisfaction	11,956	0,048	Received

Notes. Data Olahan, 2022

The effect of organizational commitment on work stress. In the test results listed in the table above, it can be seen that the T statistic value of the relationship between organizational commitment to work stress is

11,227. The test results show that the value of T statistics > 1.96. This shows that there is a significant effect of organizational commitment on job stress.

The effect of job stress on job satisfaction. In the test results listed in the table above, it can be seen that the T statistic value of the relationship between job stress and job satisfaction is 6.640. The test results show that the value of T statistics > 1.96. This shows that there is a significant effect of job stress on job satisfaction.

The effect of organizational commitment on job satisfaction. In the test results listed in the table above, it can be seen that the T statistic value of the relationship between organizational commitment to job satisfaction is 11,956. The test results show that the value of T statistics > 1.96. This shows that there is a significant effect of organizational commitment on job satisfaction.

Test Results Directly and Indirectly

Table 2. Test Results Directly and Indirectly

Exogenous	Endogenous	Path Coefficient
Commitment	Stress	-0,564
Stress	Job satisfaction	-0,352
Commitment	Job satisfaction	0,575

Notes. Data Olahan, 2022

Based on the table above, it can be seen that the measurement model formed is as follows :

$$\text{Equality 1: } Z = -0.564 X$$

From equation 1 it can be informed that

The direct effect coefficient of organizational commitment on work stress is -0.564 which states that organizational commitment has a negative and significant effect on work stress. This means that the better the organizational commitment, it tends to reduce work stress.

$$\text{Equality 2 : } Y = 0.575 X - 0.352 Z$$

From equation 2 it can be informed that

1. The direct effect coefficient of organizational commitment on job satisfaction is 0.575 which states that organizational commitment has a positive and significant effect on job satisfaction. This means that the better the organizational commitment, the more likely it is to increase job satisfaction.
2. The direct effect coefficient of work stress on job satisfaction is -0.352 which states that job stress has a negative and significant effect on job satisfaction. This means that the higher the job stress, it tends to decrease job satisfaction.
3. The indirect effect coefficient of organizational commitment on job satisfaction through work stress is 0.199 which states that organizational commitment has a positive and significant effect on job satisfaction through work stress. This means that the higher the work stress caused by the poorer organizational commitment, it tends to decrease job satisfaction.

Dominant Influence

Table 3. Dominant Influence

Exogenous	Endogenous	Path Coefficient
Commitment	Stress	-0,564
Stress	Job satisfaction	-0,352
Commitment	Job satisfaction	0,773

Notes. Data Olahan, 2022

The variable that has the largest total coefficient on job satisfaction is organizational commitment with a total coefficient of 0.773. Thus, organizational commitment is the most influential variable or has the most dominant influence on job satisfaction.

Discussions

Organizational Commitment to Job Satisfaction of the Rokan Hilir Police Investigation and Criminal Unit members

In the test results listed in the table above, it can be seen that the T statistic value of the relationship between organizational commitment to job satisfaction is 11,956. The test results show that the value of T statistics > 1.96 . This shows that there is a significant effect of organizational commitment on job satisfaction. The direct effect coefficient of organizational commitment on job satisfaction is 0.575 which states that organizational commitment has a positive and significant effect on job satisfaction. This means that the better the organizational commitment, the more likely it is to increase job satisfaction.

The average results of the descriptive analysis of organizational commitment on each statement item are between 3.88 to 4.02 with a scale of 5. As an average of 3.88, they agree that the organization is determined to complete the work in accordance with the employment contract; 4.00 states agree that the organization has invested time and and all available resources to the maximum before the work is completed. Meanwhile, when compared with the descriptive analysis of the job satisfaction variable, the average respondent's answers can be between 4.00 to 4.19 on a scale of 5.00.

So it can be concluded that the results of descriptive analysis and data analysis are appropriate that organizational commitment affects job satisfaction of members of the Rohil Satreskrim Polres. The results of this study are in accordance with Shajehana et al. (2019); Qureshi et al. (2019); and Pelenk (2020) which proves that organizational commitment affects employee job satisfaction.

This study found that the highest variable that affects job satisfaction is organizational commitment with a total coefficient of 0.773. Thus, organizational commitment is the most influential variable or has the most dominant influence on job satisfaction.

Organizational Commitment Affects Work Stress of members of the Rokan Hilir Police Criminal and Investigation Unit

The test results listed in the table above can be seen that the T statistic value of the relationship between organizational commitment to work stress is 11.227. The test results show that the value of T statistics > 1.96 . This shows that there is a significant effect of job stress on job satisfaction. The direct effect coefficient of organizational commitment on work stress is - 0.564 which states that organizational commitment has a negative and significant effect on work stress. This means that the better the organizational commitment, it tends to reduce work stress.

Based on the analysis of respondents' perceptions, it can be illustrated that 71.0% of respondents agree that the organization is determined to complete the work in accordance with the work contract, 46.2% of respondents agree that the organization has invested time and all available resources to the maximum before the work is completed, by 65.6% respondents agree that the organization has given all its loyalty to complete this work. From the description of several indicators of organizational commitment above, it shows that if the Rokan Hilir Police organization has invested time and is determined, the work will be completed maximally according to their work contract and also all work with loyalty to the work.

Furthermore, the results of the descriptive analysis of work stress respondents with an average item of 4.12 indicate that most of them disagree that they work 8 hours a day in 5 working days, the average item is 4.04 indicates that most of the respondents disagree that they often accept the role of organization that contradicts their personality, the average item is 4.06 indicating that most respondents disagree that the physical atmosphere of the office is very comfortable for them to work. This means that members of the Criminal and Investigation Unit of the Rokan Hilir Police are stressed when their work and roles at the Rokan Hilir Police are out of the work agreement.

Based on the description of the indicators of organizational commitment and work stress above, it is stated that the mediation of work stress is a combination of workload, role conflict and the physical environment (developed by Venkataranman & Ganapathi, 2013). Workload is a condition of job responsibilities that exceed self-ability (Venkataranman & Ganapathi (2013).

Organizational Commitment to Job Satisfaction through Mediation of Work Stress of members of the Rokan Hilir Police Criminal and Investigation Unit

Based on the tests listed in the table above, it can be seen that the effect of organizational commitment on job satisfaction through job stress is obtained by the T statistics value of 5.715. The test results show that the value of T statistics > 1.96 . This shows that there is a significant effect of organizational commitment on job satisfaction through job stress. Therefore, job stress is said to be able to mediate the effect of organizational commitment on job satisfaction. With the indirect effect coefficient of organizational commitment on job satisfaction through work stress of 0.199, it states that organizational commitment has a positive and significant effect on job satisfaction through work stress. This means that the higher the work stress caused by the poorer organizational commitment, it tends to decrease job satisfaction.

The findings of this study indicate that organizational commitment is able to influence job satisfaction through the work stress of members of the Rokan Hilir Police. The existence of the work commitment variable is important because it has a greater influence on job satisfaction and stress in the work of members of the Rokan Hilir Police.

Conclusion

From the results that have been described previously, it can be concluded that Organizational Commitment has a positive and significant effect on job satisfaction of the members of the Criminal Investigation Unit of the Rokan Hilir Police. Because the better the organizational commitment, it tends to increase job satisfaction. Work stress has a negative and significant effect on job satisfaction of the members of the Rokan Hilir Police Investigation and Criminal Unit. Because the higher the work stress, it tends to reduce job satisfaction. The existence of Organizational Commitment has a positive and most dominant effect on job satisfaction through the work stress of the members of the Criminal Investigation Unit of the Rokan Hilir Police. Because the higher the work stress caused by the poorer organizational commitment, it tends to reduce job satisfaction.

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Disclosure statement

No potential conflict of interest was reported by the authors.

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