

# The Effect of Work Stress on Affective Commitment Mediated by Organizational Justice

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## ABSTRACT

This study aims to see how the high work stress experienced by the personnel of the Satreskrim and Satnarkoba Polresta Pekanbaru affects their affective commitment if the perceived organizational justice is adequate. This type of research is explanatory research. The population is the personnel of the Narcotics Unit and the Criminal and Investigation Unit of the Pekanbaru City Police, totaling 95 people. Data analysis in this study used SEM-PLS. Based on the data processing, it was found that there was a significant effect of work stress on affective commitment through organizational justice. Therefore, organizational justice is stated to be able to mediate the effect of job stress on affective commitment. The limitation of this study is the lack of population size used

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## Introduction

Drug abuse cannot be separated from the role of drug trafficking which is increasingly widespread in society and forms a rooted network. Drug trafficking is also inseparable from indications that international networks control drug trafficking in Indonesia, because almost 70 percent of drugs circulating in the country are shipped from abroad. The drug trafficking business in terms of income can be said that the profits are very promising, of course the risks that will be experienced are also very large for dealers, as well as producers.

Drug trafficking and abuse in society must be prevented and tackled. This prevention effort must really be carried out in accordance with the issuance of the Narcotics Law so that the drug problem does not continue to grow in society as an epidemic that is bad for the development of the country. This legal issue concerns the role of law enforcement officers, especially the police, whose existence is very important in the midst of society as a balancing servant of the state and protector of life in society.

The opinion of Lawrence M. Friedman (Heriadi Willy in Yuhandi, 2017) states that all legal products, both in the form of laws and regulations, will definitely have an impact on the performance of law enforcement officers. The illicit circulation and abuse of narcotics that have spread to the joints of the nation's life today is not only a matter of individuals, but has become a state problem that must immediately find a way out together all elements of the nation, both government and society.

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Pekanbaru is a city of trade and services, including a city with a high rate of growth, migration and urbanization. Currently, Pekanbaru City is growing rapidly into a trading and multi-ethnic city. Geographically, Riau is close to neighboring countries such as Malaysia and Singapore, so it has a high potential for conflict. Its strategic location makes Riau an entry point for radicalism and drug trafficking. This situation has resulted in Riau, especially Pekanbaru City, being an area that is vulnerable to infiltration of drug trafficking in the community.

Drug abuse is one of the social pathologies (community disease) because drug crime is an organized crime and has a transnational character and has an international dimension, carried out using high modus operandi and sophisticated technology. Therefore, until now experts and experts in various fields have not been able to solve this problem optimally. This can result in an increase in drug abuse.

Drugs are currently widely spread in society, especially the younger generation. The increase in drug abusers is due to the spread of drugs so quickly and very easily obtained from irresponsible elements. In addition, the types of drugs tend to increase and drugs can be smuggled in any form that we are not aware of such as in the form of cigarettes, candy, pills, food and capsules. This of course makes parents; community organizations and governments worry. Moreover, the spread of drugs is not only in big cities and nightlife entertainments but has also penetrated into villages, residential schools and campuses. The existence of drug abuse can damage its users indiscriminately both in terms of age, gender, profession and position can be affected, because drugs can enter all groups of society, upper, middle and lower social strata as target consumers.

The difficulty of anticipating illicit drug trafficking is evident from the widespread distribution and abuse of drugs in Pekanbaru City. Prevention and control of the dangers of narcotics can be preventive, repressive, or curative. Illegal circulation and abuse of narcotics at this time does not only occur in big cities, but has entered remote areas in the country. Along with the current development of globalization, this also has an impact on the emergence of activities that deviate from social behavior such as terrorism and narcotics. Narcotics are a type of substance consisting of drugs, psychotropic substances and other addictive substances. Basically, narcotics are used in the world of health, especially in operating rooms in hospitals. However, currently the abuse of narcotics is very high, especially in Indonesia and Riau Province.

Based on the 1945 Constitution Article 1 Paragraph (3) that the State of Indonesia is a state based on law (*reclausaat*), not based on mere power (*machtsstaal*). For this reason, as a state of law, the police play an important role in realizing the main ideas contained in the preamble to the 1945 Constitution, one of which reads "protecting" the entire Indonesian nation and all Indonesian blood. Article 2 of Law No. 2 of 2002 concerning the National Police of the Republic of Indonesia states that the function of the police is as one of the functions of the state government in the field of maintaining security and public order, law enforcement, protector, protector and servant to the community. The function of the police

is the same as the principle of Law No. 35 of 2009 concerning Narcotics Article 3. The police who have special authority in eradicating drugs are the Narcotics Investigation Unit as regulated in the Regulation of the Head of the State Police of the Republic of Indonesia Number 23 of 2010 concerning Organizational Structure and Working Procedures at the Level of Resort Police and Police Sector Article 47 explains that the Drug Investigation Unit is an element of implementing the main tasks under the Head of Police.

Data compiled from BNN (National Narcotics Agency), for the first quarter of 2021, Riau province occupies the 7th position with a total of 594 cases. From a total of 12,890 cases, BNN processed 291 cases. Meanwhile, the remaining 12,599 cases are in the hands of the National Police. Citing Kompas.com, throughout 2021, the Riau Police stated that they had succeeded in uncovering thousands of narcotics trafficking cases. The Riau Police along with the ranks of the Resort Police and the Sector Police managed to uncover 1,596 narcotics cases. A total of 2,338 suspects were arrested (Kompas.com, Thursday, 12/30/2021). Of the thousands of perpetrators who were arrested, 675,01441 kilograms of methamphetamine were confiscated. 92,695 ecstasy pills, 33,14279 kilograms of marijuana, and 20 happy five pills. Meanwhile, specifically for the Pekanbaru City Police, reported that throughout 2021, there were 262 drug cases with 421 suspects arrested and 38 kilograms of crystal methamphetamine, 274 grams of marijuana, 9,789 ecstasy pills and 21 happy five (ecstasy) pills.

The data described above illustrates that drug trafficking in the city of Pekanbaru is very worrying. In addition, the rampant circulation of drugs is increasingly adding to the workload of the Pekanbaru City Police Satnarkoba, the ever-increasing workload can cause work stress for police personnel. According to Ross and Altmaie (1994) in Amilin (2016), stating that work stress is an accumulation of a number of sources of stress, namely work situations that are considered as pressure for most people.

In addition, in working, the Pekanbaru Police Satnarkoba are required to show their commitment to the work they are doing. Organizational commitment according to Mukhtar, et al (2012) as a condition where an employee sided with a particular organization and its goals and intends to maintain membership in that organization. This has an impact when an employee is facing a condition of choice in the external environment, the employee will tend to have a mindset like the company where he works and will implicitly show his alignment with the advantages of the company where he works. Another implication is that an employee will feel he has a responsibility to develop his company and this can be done by developing the capacity of people who are subordinate to him.

One component of organizational commitment is affective commitment. According to McShane and Glinow (2015; Anita R & Adi Rahmat, 2022; Rahmat, 2015; Rizal et al., 2022), Affective commitment is a positive emotional picture of employees who make efforts to provide optimal effort and determine the choice to remain a member of the organization. Allen and Meyer, 1991 (Demirel Y, et. all, 2013; Hariono et al., 2022; Rahmat et al., 2020; Rizal et al., 2022; SK et al., 2022) suggested that when employees feel that the organization is

supportive and treats fairly, they will tend to develop affective commitment. Much of the research included in the analysis is based on social exchange theory, Andrews and Kacmar, 2001 (Demirel Y, et. all, 2013) where employees reciprocate fair treatment by the organization with feelings of affective commitment.

Previous researchers have shown that the justice process has an important role in organizations that may deal with organizational people regarding the influence of employees' beliefs, feelings, attitudes, and behavior. Employees face at least two sources of organizational justice. Perhaps the most obvious is a direct supervisor or manager. This supervision has a direct line of employee authority. He or she can influence important outcomes, such as a raise or promotion opportunity. Second, employees may also attribute injustice to the organization as a whole. AL-Abr lines et al, 2013 (Allameh, 2014; Rahmat et al., 2017; Hariono et al., 2022).

Job stress is a serious problem that is often felt by employees. Adeoye (2002) states that job stress is usually related to interpersonal relationships between employees at work, such as conflicts with supervisors, conflicts with coworkers, conflicts with subordinates or conflicts with management policies. In some organizations, employees are forced to comply with organizational rules, policies and procedures that they feel are unfair, and they are in an environment with a work environment that is less supportive of improving employee performance. (Sert et al., 2014; Abdillah et al., 2017). Employees will feel stressed if the demands of work exceed their abilities (Tziner and Sharoni, 2014).

Related to this problem, the writer will only examine the Affective Commitment to the Pekanbaru Police Satnarkoba only. The problems mentioned above arise allegedly because the affective commitment of the Pekanbaru City Police Satnarkoba personnel has not been optimal due to work stress and organizational justice. Where the workload is quite a lot can cause stress and organizational treatment can affect affective commitment.

Based on the phenomenon, previous research and conceptual theory that has been described above, the authors are interested in conducting research with the title: "Work Stress Against Affective Commitment Mediated by Organizational Justice (Study at Pekanbaru Police)".

## **Theoretical support**

### ***Work Stress***

Gibson (2002) states that job stress is an adjustment response mediated by individual differences and/or psychological processes which are a consequence of any external action (environment), situation, or event that imposes excessive psychological and/or physical demands on a person. Job stress is an individual's interaction with the environment, but later (Luthan, 2006) details the following definition, namely an adaptive response that is connected by individual differences and or psychological processes which are the consequences of actions, situations, or external events (environment) that place psychological demands and/or physical overload on a person.

Job stress is a condition in which there are one or more factors in the workplace that interact with workers so that they interfere with physiological and behavioral conditions. Job stress will arise when there is a gap between an individual's abilities and the demands of his job. Job stress in this study refers to the conceptualization used by Lait and Wallace, (2002) who developed the concept of job stress as an individual's perception. The antecedents of work stress include role conflict, workload, the authority given is not in accordance with responsibilities and differences in perceptions in work. Stress that occurs protracted can cause employees to feel bored, not enthusiastic and can experience frustration which then affects their effectiveness at work. As research conducted by Arshadi and Damiri, (2013) stated that work stress has a positive effect on turnover intention. It is also shown in previous research, that work stress has a significant positive effect on turnover intention (Agus Putu et al. 2014).

### ***Affective Commitment***

Han et al (2012) in Murniasih and Sudarma (2016) said that the commitment that emotionally binds a person in the organization is called affective commitment. Employees with high affective commitment will show better performance than employees with low affective commitment because they have an emotional attachment that creates a sense of belonging to the organization and will always try to do better for the progress of the organization (Fitriastuti, in Murniasih and Sudarma, 2016).

According to Allen and Meyer (1990) in Murniasih and Sudarma (2016) explain that affective commitment can be measured through indicators of pleasure, belonging, emotional attachment, and personal meaning. An employee who has an affective commitment in himself will show a sense of pleasure in being in the organization so that a sense of belonging arises because he is part of the organization. Another indicator of affective commitment, namely emotional attachment, relates to employees' feelings of being emotionally attached to the organization so that the desire to stay in the organization arises.

Affective commitment emphasizes the emotional attachment of individuals to their organizations (Meyer and Allen, 1991). Emotional attachment occurs because of experiences that occur within the organization. Affective commitment occurs when employees feel happy to be in the company, believe and feel comfortable with the organization and the goals of the organization, and want to do something for the benefit of the organization (George and Jones, 2007). Individual attachment to the organization can be categorized as "happy" to be in the organization (Manuel and Rahyuda, 2015).

### ***Organizational Justice***

According to (Greenberg, 1990) in Lestyani and Yanuar (2019), organizational justice is a concept that states employees' perceptions of the extent to which they are needed in the organization and how these perceptions can affect organizational outcomes such as commitment and satisfaction.

According to Tabibnia, Satpute and Lieberman (2012), organizational justice can cover issues related to the perception of fair wages, equal opportunities to get promotions for career advancement and correct selection procedures. Meanwhile, according to Greenberg and Colquitt (2013) organizational justice is centered on the impact of managerial decision making, perceived quality, effects of justice, the relationship between individual and situational factors and explains individual perceptions of justice in organizations.

Gibson et al. (2012) define organizational justice as the degree to which an individual feels treated equally in the organization where he works. Another definition says that organizational justice is a person's fair perception of the decisions taken by his superiors (Colquitt, LePine, & Wesson, 2009).

## Research Framework

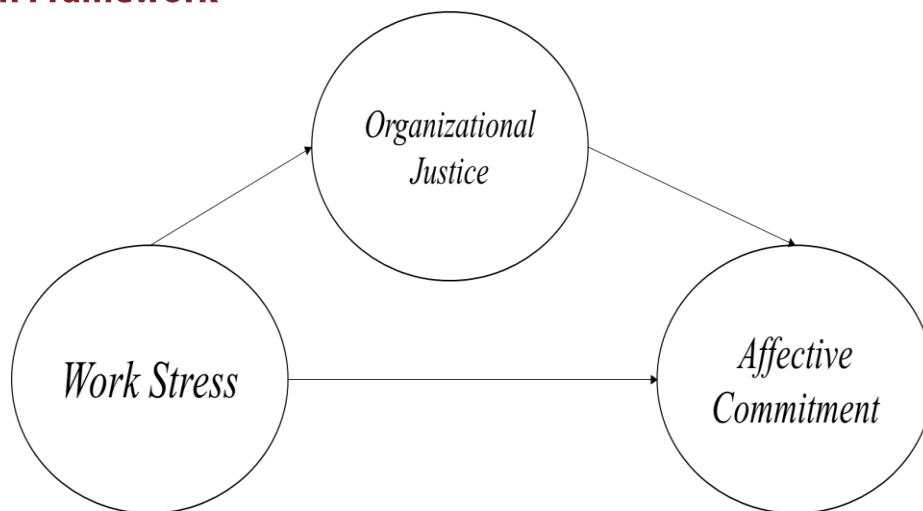


Figure 1. Research Framework.

## Research method

### Quantitative Method

This study will describe all the variables studied, then explain each relationship between variables. This kind of research is called descriptive and explanatory survey. Meanwhile, the type of relationship between the variables used in this study is causality, namely the independent variable/independent variable affecting the dependent/bound variable. Explanatory research refers to the hypothesis that will be tested against the phenomena that occur. The phenomenon of this research is the Pekanbaru City Police.

The purpose of this research is to find out, examine and examine the research variables, namely work stress, affective commitment, and organizational justice, so this research is descriptive and verification. In the descriptive analysis, it will be explained about the independent variables and the dependent variables which are the theoretical basis in the research that contains the theories of the variables studied. Meanwhile, verification analysis was carried out to test hypotheses using statistical test tools (Handayani, 2020).

## Results

### Analisis SEM-PLS

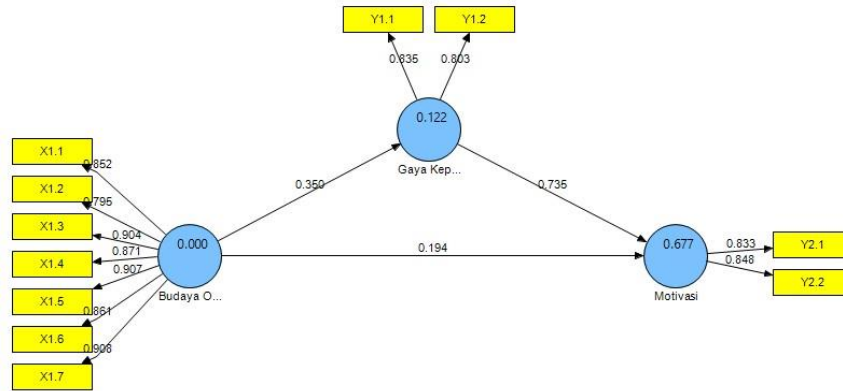


Figure 2. Path Chart.

### Significance Test Results

Table 1. Significance Test Results

Hypothesis	T Statistics ( O/STDEV )	P Values	Note:
Job Stress > Organizational Justice	17,072	0,040	Received
Job Stress > Affective Commitment	3,789	0,091	Received
Organizational Justice > Affective Commitment	1,198	0,090	Received

Notes. Data Olahan, 2022

The effect of job stress on organizational justice. In the test results listed in the table above, it can be seen that the T statistic value of the relationship between work stress and organizational justice is 17,072. The test results show that the value of T statistics > 1.96. This shows that there is a significant effect of work stress on organizational justice.

The effect of job stress on affective commitment. In the test results listed in the table above, it can be seen that the T statistic value of the relationship between work stress and affective commitment is 3.789. The test results show that the value of T statistics > 1.96. This shows that there is a significant effect of work stress on affective commitment.

The effect of organizational justice on affective commitment. In the test results listed in the table above, it can be seen that the T statistic value of the relationship between organizational justice and affective commitment is 1,987. The test results show that the value of T statistics > 1.96. This shows that there is a significant effect of organizational justice on affective commitment.

### Test Results Directly and Indirectly

Table 2. Test Results Directly and Indirectly

Eksogen	Endogen	Path Coefficient
Work Stress	Organizational Justice	-0,678
Work Stress	Affective Commitment	-0,343
Organizational Justice	Affective Commitment	0,180

Notes. Data Olahan, 2022

The variable that has the largest total coefficient on affective commitment is organizational justice with a total coefficient of 0.465. Thus, organizational justice is the most influential variable or has the most dominant influence on affective commitment.

**Dominant Influence**

**Table 3.** Dominant Influence

	Eksogen	Endogen	Path Coefficient
<b>Work Stress</b>		Organizational Justice	-0,678
<b>Work Stress</b>		Affective Commitment	-0,343
<b>Organizational Justice</b>		Affective Commitment	0,180

Notes. Data Olahan, 2022

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

$$\text{Equality 1 : } Y1 = -0.678 X$$

From equation 1 it can be informed that

The coefficient of direct effect of work stress on organizational justice is -0.678 which states that work stress is negative and significant for organizational justice. This means that the more effective work stress is, it tends to reduce organizational justice.

$$\text{Equality 2 : } Y2 = -0.343 X + 0.180 Y1$$

From equation 2 it can be informed that

1. The coefficient of direct effect of work stress on affective commitment is -0.343 which states that work stress is negative and significant on affective commitment. This means that the more effective work stress, it tends to reduce affective commitment.
2. The direct effect coefficient of organizational justice on affective commitment is 0.180 which states that organizational justice is positive and significant for affective commitment. This means that the higher the organizational justice, it tends to increase affective commitment.
3. The indirect effect coefficient of work stress on affective commitment through organizational justice is -0.122 which states that work stress has a negative and significant effect on affective commitment through organizational justice. This means that the lower the organizational justice caused by the more effective work stress, it tends to decrease affective commitment.

**Discussions**

**Job Stress Affects Affective Commitment**

The test results listed in the table above can be seen that the T statistic value of the relationship between work stress and affective commitment is 3.789. The test results show that the value of T statistics > 1.96. This shows that there is a significant effect of work stress on affective commitment. The coefficient of direct effect of work stress on affective commitment is -0.343 which states that work stress is negative and significant for affective commitment. This means that the more effective work stress, it tends to reduce affective commitment.



Based on the descriptive analysis of the work stress variable, it was concluded that more than 87% of respondents disagreed and strongly disagreed if they often brought work home; more than 80% of respondents disagreed and strongly disagreed that the organization's target was too high. The conclusion of the descriptive analysis of the affective commitment variable stated that more than 90% of respondents agreed and strongly agreed that they had an extra will to work; 62.1% of respondents agree that they are proud to be part of the organization; more than 67% of respondents agree and strongly agree they feel happy to spend the rest of their lives in this organization.

From the conclusion of the descriptive analysis, respondents' perceptions on the variables of work stress and affective commitment are reflected in what makes them stressed and how they perceive affective commitment. The results of the data processing show that the work stress perceived by the personnel at the Satreskrim and Satnarkoba Polresta Pekanbaru shows a significant effect on their affective commitment. These results are in accordance with the findings of Handayani, Tri and Setyorini, Anis (2020) that work stress affects organizational commitment, including affective commitment.

#### ***Job Stress Affects Affective Commitment Mediated By Organizational Justice***

The test results listed in the table above can be seen that the T statistic value of the relationship between work stress and organizational justice is 17,072. The test results show that the value of T statistics  $> 1.96$ . This shows that there is a significant effect of work stress on organizational justice. The coefficient of direct effect of work stress on organizational justice is -0.678 which states that work stress is negative and significant for organizational justice. This means that the more effective work stress is, it tends to reduce organizational justice.

The test results listed in the table above can be seen that the T statistic value of the relationship between organizational justice and affective commitment is 1,987. The test results show that the value of T statistics  $> 1.96$ . This shows that there is a significant effect of organizational justice on affective commitment. The direct effect coefficient of organizational justice on affective commitment is 0.180 which states that organizational justice is positive and significant for affective commitment. This means that the higher the organizational justice, it tends to increase affective commitment.

Based on the tests listed in the table above, it can be seen that the effect of work stress on affective commitment through organizational justice is obtained by the T statistics value of 1,973. The test results show that the value of T statistics  $> 1.96$ . This shows that there is a significant effect of work stress on affective commitment through organizational justice. Therefore, organizational justice is stated to be able to mediate the effect of work stress on affective commitment. The coefficient of indirect effect of work stress on affective commitment through organizational justice is -0.122 which states that work stress has a negative and significant effect on affective commitment through organizational justice. This means that the higher the work stress experienced by the Pekanbaru Police, the lower their affective commitment. However, this study also found that high work stress did not affect

affective commitment if organizational justice was perceived as good. Even if the organizational justice felt by the police personnel is indeed very good, it is possible that their affective commitment will increase even though work stress is also high.

## Conclusion

From the results that have been described previously, it can be concluded that the high work stress experienced by the personnel of the Satreskrim and Satnarkoba Polresta Pekanbaru will tend to reduce their affective commitment. The high work stress experienced by the personnel of the Satreskrim and Satnarkoba Polresta Pekanbaru will not affect their affective commitment if the perceived organizational justice is adequate. Even if the organizational justice felt by the Pekanbaru Polresta police personnel is very good, it is likely that high work stress does not affect their commitment to the organization.

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## Disclosure statement

No potential conflict of interest was reported by the authors.

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