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**JOB STRESS, JOB SATISFACTION, WORK ENVIRONMENT: EFFECTS ON  
ORGANIZATIONAL COMMITMENT AND IMPACT ON TURNOVER INTENTION**

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**Abstract.** The purpose of this study was to determine then influences of organizational commitment toward turnover intention, moreover the effects of job stress, job satisfaction, and work environment on organizational commitment was also observed, and finally the influence of job stress and work environment had on job satisfaction. Data collection was conducted via electronic questionnaire on 268 hospital employees. Data analysis was done using partial least square-structural equation modeling technique (PLS-SEM) using program software SmartPLS 3.0. Results from this study showed that organizational commitment had negative effects on turnover intention, meanwhile organizational commitment was negatively influenced by job stress and positively influenced by job satisfaction and work environment, finally job satisfaction was negatively influenced by job stress and positively influenced by work environment. This study aims to contribute to the understanding of employee turnover dynamics and give understanding on the underlying factors that affects turnover intention. Given the results derived from this study, it is recommended for any organizations stakeholder to improve employee's commitment to control turnover, by boosting employee's satisfaction and work condition, as well as reducing their stress.

**Abstrak.** Tujuan dari penelitian ini adalah untuk mengetahui pengaruh komitmen organisasi terhadap turnover intention, selain itu juga diamati pengaruh stres kerja, kepuasan kerja, dan lingkungan kerja terhadap komitmen organisasi, dan terakhir pengaruh stres kerja dan lingkungan kerja terhadap pekerjaan. Pengumpulan data dilakukan melalui kuesioner elektronik pada 268 pegawai rumah sakit. Analisis data dilakukan dengan menggunakan teknik partial least square-structural equation modeling (PLS-SEM) dengan menggunakan perangkat lunak program SmartPLS 3.0. Hasil dari penelitian ini menunjukkan bahwa komitmen organisasi berpengaruh negatif terhadap niat berpindah, sedangkan komitmen organisasi dipengaruhi secara negatif oleh stres kerja dan dipengaruhi secara positif oleh kepuasan kerja dan lingkungan kerja, terakhir kepuasan kerja dipengaruhi secara negatif oleh stres kerja dan dipengaruhi secara positif oleh lingkungan kerja. Penelitian ini bertujuan untuk berkontribusi pada pemahaman dinamika turnover karyawan dan memberikan pemahaman tentang faktor-faktor mendasar yang mempengaruhi niat turnover. Berdasarkan hasil penelitian ini, disarankan bagi setiap pemangku kepentingan organisasi untuk meningkatkan komitmen karyawan dalam mengendalikan turnover, dengan meningkatkan kepuasan dan kondisi kerja karyawan, serta mengurangi stres mereka.

## INTRODUCTION

Overcoming rapid turnover of employees has been most organizations focus as of late. To keep a stable workforce and retain good employees are key factors to achieve any organization's goals. Abbasi and Kenneth (2000), define turnover as a change in states of employment and unemployment of workers between firms, jobs, organizations, and such. Hayes *et al* (2012), mentioned two kinds of turnover, external turnover which occurred when employees leaving the organization, and internal turnover which refer to change of job within the organization.

Turnover of employees carry significant consequences that may jeopardize organization's goals if not managed properly. Productivity, innovation, and quality of service might suffer when key employees which hold important roles quit the organization. Furthermore, the cost caused by turnover should not be underestimated, beside the easily visible cost of hiring, advertising, training, there is also hidden cost caused by turnover such as the time needed for new hire to fulfil the intended role, delayed projects, declining customer relations, erosion of morale and stability of remaining workers (Abbasi and Kenneth, 2000).

There are several antecedents that help predicts actual turnover itself, such as job searching behavior and stated intention to quit. Turnover intention according to Vandenberg and Nelson (1999), refers to individual own estimate about their departure from organization in the future. Several factors were believed to predict actual turnover, one factor that's believed to predict turnover is turnover intention even though several researches show disparity in turnover intention ability to predict actual turnover (Vandenberg & Nelson, 1999). Turnover intention itself has been the subject of researches for determining and predict actual turnover because it is more amenable than real turnover and theoretically supported as the predictor for actual turnover (Cohen, Blake, & Goodman, 2016). Takase (2010), said that turnover intention is a sequence of psychological, cognitive, and behavioral aspect manifested by an individual. Turnover intention begins when an individual perceive negatively on some organization's aspect, intention to leave the organization form after deliberation, and withdrawal act from activity involving the organization.

Hospital X, has been facing high employee turnover rate for several years, mainly on the nurses. Nurse as the primary driving force of hospital plays an important role in hospital day to day operations and services. High turnover rate of nurses will strain the hospital operation due to lack of personnel, consequently the quality care might suffer and customer satisfaction will decline (Castle *et al*, 2007). Not to mention the cost and time needed to replace the worker and prepare them with necessary ability to perform with the same level (Buchan, 2010).

To understand better over underlying factors affecting turnover intention, organizational commitment is touted as one of the important antecedents that affects turnover intention, strong employee commitment toward organization will make it less likely for turnover to occur (De Gieter, Hofmans, & Pepermans, 2011). Measuring organizational commitment of employee meaning to measure their attachment to the organization, distinguished by their personal identification with the core values and goals of the organization, their intention to be a part of organization, and their desire to put more effort for to help the organization achieve its goals (Mowday *et al*, 1979). To characterize organizational commitment according to employee underlying mindset, three dimensions of organizational commitment were identified, their feelings of belonging to the organization, obligation to stay because the need to return the favor, and detrimental effect that may occur when leaving the organization, to

distinguish between each aspect of commitment respectively they are termed as affective, normative, and continuance commitment (Meyer, Becker, & Vandenberghe, 2004).

Organizational commitment as global response toward organization is affected by several factors, one of such is job satisfaction, as satisfaction level of employee will predict their commitment toward organization (Eslami & Gharakhani, 2012). Work stress due to workload, bad relationship with colleagues, lack of organizational support, might create dissatisfaction and overall decrease of employee commitment toward organization (Shahid *et al*, 2004). Good work environment, one which provide safety, necessary facilities, and pleasantness will bolster employee satisfaction and motivation, ultimately enhance commitment toward organization (Danish, Ramzan, & Ahmad, 2013).

## LITERATURE & HYPOTHESES

### Relationship between Job Satisfaction, Job Stress, and Work Environment

Job satisfaction is a general attitude employee shown toward their own job as a culmination of three different factors namely job factors itself, characteristics specific to related individual, and relationships formed because involvement in the organization. These three factors cannot be isolated from one another when analyzing job satisfaction. Job satisfaction achieved when employees look favorably toward their jobs because of alignment between the jobs requirement and employees wants and expectations (Mishra, 2013). Job satisfaction correlates with several aspects of job performances by employees, including probability of resignation, absenteeism, accident on job, and the performances of doing tasks given (Vroom, 1964).

Dissatisfaction of work is one of the most basic and visible effects of job stress (Robbins, 2013). Stress related work cause physical and mental exhaustion; thus, job satisfaction will reduce when job stress level is high (Kaswan, 2015). Workload, role ambiguity, performance pressure, and home-work interface are shown to affect job stress and consequently impact job satisfaction negatively (Ahsan et al, 2009). Occupational stress might affect employee psychologically which manifest in one decrease of job satisfaction due to stress and lowering commitment to organization (Singh, Amiri, & Sabbarwal, 2019).

Work environment can be categorized into two parts one of which is work itself, meaning everything related to work, content of the works, how the work executed, control of the work, variety of the work, intrinsic value of the work, and context, meaning the physical and social working conditions (Raziq & Maulabakhsh, 2014). Work environment has two dimensions, physical and social conditions, including job security, employee safety, facilities to do the task, and relations between coworkers and supervisors, as employee gain attachment to organization and feels satisfied with their job when organization put importance in these matters (Taheri, Miah, & Kamaruzzaman, 2020). Based on the information derived from the reviewed literatures, the following hypotheses were proposed:

*H4: Job stress has a negative effect on job satisfaction.*

*H5: Work environment has a positive effect on job satisfaction.*

### Relationship between Organizational Commitment, Job Satisfaction, Job Stress, and Work Environment

Unwavering belief and confidence on organizational purposes and values is the definition of organizational commitment, this belief hold by employee of certain organization drives willingness to put extra effort and maintain membership within the organization (Porter *et al*, 1974). Organizational commitment is rooted in notion that it is a result of social exchange that occurs when organization and employees interacts between one another, favorable exchange experienced by employee will result in

greater employee commitment toward organization (Becker, 1960). Organizational commitment consists of affective, continuance, and normative commitment, which pertains to employee motives to stay in the organization whether because they want to, they feel they ought to, or they need to (Eslami & Gharakhani, 2012).

Job satisfaction typically defined as positive feeling toward one's job experienced by individuals after appraising their job experiences, has important role in developing employee commitment (Yoon & Thye, 2002). Much of previous research also shows positive linkage between organizational commitment and job satisfaction, developed bond will be experienced by satisfied employee at cognitive level toward organization and prevent turnover (Mowday et al., 1982; Mueller & Price, 1990).

Employee might feel stressed when their appraisal of their current work resources need to perform the work itself lacking, which in turn reduce their engagements and declining in their commitment (Hakanen, Schaufeli, & Ahola, 2008). Based on social exchange theory, employee organizational commitment dependent on employee's perception on the exchange between them and organization, especially quality of said exchange (van Knippenberg & Sleebos, 2006). Inability of organization to fulfill their end of bargain with employee despite the situation, will cause stress to employee which in return will be attributed as organization sole faults and erodes employee commitment toward organization (Robinson, 1996; Cropanzano et al., 2003).

Work environment refers to the climate and atmosphere provided by organization to employee to do their job and duties (Danish, Ramzan, & Ahmad, 2013). Work environment holds important role in affecting organizational commitment and contribute significantly to organizational commitment (Giffords, 2009). Attractive working environment, one which facilitates them to do their supposed obligation properly, comfortable environment or workplace, feeling of safety while working, and the absence of distracting noise, can help to increase employee's motivation and commitment to their organization (Hanaysha, 2016). Some studies also found that work environment influences organizational commitment positively (Abdullah & Ramay, 2012). Based on the information derived from the reviewed literatures, the following hypotheses were proposed:

*H1: Job stress has a negative effect on organizational commitment*

*H2: Job satisfaction has a positive effect on organizational commitment.*

*H3: Work environment has a positive effect on organizational commitment.*

### **Relationship between Organizational Commitment and Turnover Intention**

Turnover is a phenomenon inevitable in organization because employee will either like or dislike their jobs so at some point turnover will happen when an unique condition of employee prompt them to do so (Yucel, 2012). Satisfaction and dissatisfaction of employee may give rise to different behavior that affect organization function and productivity, such as improved work performance is one of positive outcome coming from satisfied employee, meanwhile dissatisfied employee may perform poorly, getting detached from the organization, and finally quitting the organization altogether (Spector, 1997). Turnover is interpreted as each person or individual employment status change on the organization, the change meaning moving out from the organization boundary effectively cease to be the member of the organization (Price, 2001). Before turnover really happened, turnover intention is a mediating factor that affect attitude with intent to quit (Glismeyer, Bishop, & Fass, 2008).

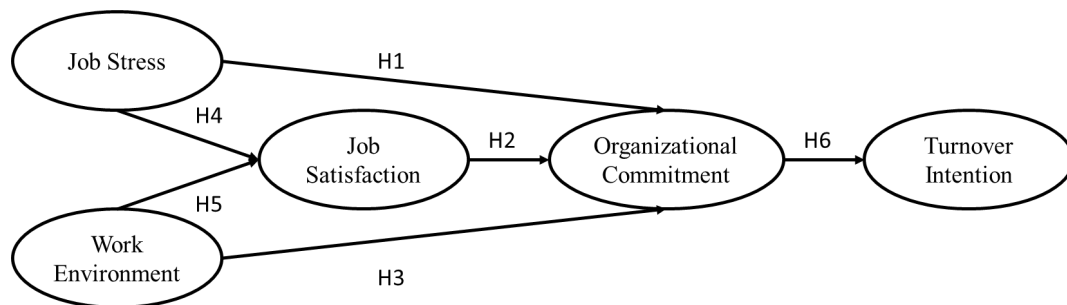
Employee attachment toward the organization because the values and goals of both parties align, thus employee will maintain their membership with organization and exert more than usual efforts in their job is what traditionally known as organizational commitment (Mowday, Steers, & Porter, 1979). A committed employee has lower probability to quit the organization due to psychological aspect of

commitment where committed employee identifies and involve themselves with the organization and actively put effort for the betterment of the workplace (Meyer & Allen, 1997). Committed employee also demonstrate desirable behavior in less absenteeism and lower turnover intention (Garland et al, 2013). Support toward employee by organization in form of supportive managers generates commitment which influences employee performance, motivations, and intent to quit (Rhoades et al, 2001). Based on the information derived from the reviewed literatures, the following hypotheses were proposed:

*H6: Organizational commitment has a negative effect on turnover intention.*

## METHODS

The collection of data for this study involves deployment of questionnaire toward employees of hospital X. Data collection was done using census, thus the respondents on this study was all employees of hospital X. All questionnaire were measured using 5-point Likert scale from 1 meaning strongly disagree up to 5 meaning strongly agree. Questionnaire was developed using “Google Forms” link, said form was distributed to respondents to be filled. Partial Least Square – Structural Equation Modeling (PLS-SEM) is used in this study using SmartPls 3.0 program.



**Figure 1. Research Model**

The hypotheses proposed are as follows:

*H1: Job stress has a negative effect on organizational commitment*

*H2: Job satisfaction has a positive effect on organizational commitment.*

*H3: Work environment has a positive effect on organizational commitment.*

*H4: Job stress has a negative effect on job satisfaction.*

*H5: Work environment has a positive effect on job satisfaction.*

*H6: Organizational commitment has a negative effect on turnover intention.*

A total of 268 employees participated, from then 27 data were excluded, in the end 241 data was used to conduct this study. The respondents consist of 21% men and 79 women, they come from different age group, 59% were ranging from 21 – 30 years old, 34% were ranging from 31 – 40 years old, 7% were over 40 years old. As much as 64% from the respondents were married, 36% were not married, meanwhile 12% had been working for less than a year, 35% had been working tenure of 1 – 5 years, and 53% had working tenur of more than 5 years.

## RESULT

### Measurement Model

To test for the validity of the model, convergent validity and discriminan validity was measured. To tes for convergent validity, the value of outer loading and Average Variance Extracted (AVE) was

measured. Outer loading values need to be higher than 0.7 and AVE values need to be higher than 0.5. To test for reliability of the model, composite reliability test was used, with expected values between 0.7 and 0.9. From data presented in table 1, the measurement model in this study has met the requirement of validity and reliability.

**Table 1. AVE Score, Composite Reliability, and Outer Loadings**

Constructs and Items		Outer Loading
<b>Job Satisfaction (<i>AVE</i>=0.634, <i>CR</i>=0.896)</b>		
JS1	I'm satisfied with my pay	0.777
JS2	I'm happy with my current job	0.828
JS3	I'm satisfied with my superior's supervising	0.838
JS4	I'm satisfied with chances for promotion	0.797
JS6	I'm happy with my coworkers	0.737
<b>Work Environment (<i>AVE</i>=0.624, <i>CR</i>=0.860)</b>		
WE1	My workplace is quiet and serene	0.838
WE2	My workplace is brightly lighted	0.772
WE3	My workplace is clean	0.788
WE4	I feel safe when I work	0.759
<b>Organizational Commitment (<i>AVE</i>=0.540, <i>CR</i>=0.876)</b>		
OC1	My workplace share the same values with me	0.788
OC2	I'm satisfied with policy regarding employee	0.760
OC3	I want to contribute more to advance this organization	0.706
OC4	Organization's success is my success	0.707
OC5	I'm not gonna change workplace even if I offered higher payout	0.724
OC6	I will recommend this organization to my friends	0.721
<b>Job Stress (<i>AVE</i>=0.563, <i>CR</i>=0.866)</b>		
JSt1	My workload is beyond my capabilities	0.705
JSt2	I don't get what is my tasks and role	0.763
JSt3	I don't get enough opportunity to advance my career	0.770
JSt4	My relation with coworkers is not good	0.728
JSt5	I don't get enough authority to do my job	0.783
<b>Turnover Intention (<i>AVE</i>=0.611, <i>CR</i>=0.862)</b>		
TI1	I'm thinking of quitting	0.848
TI2	I'm not satisfied with my current workplace	0.712
TI3	There's job out there that interest me more	0.781
TI4	I will swap workplace even if the payout are the same	0.781

*AVE*=average variance extracted, *CR*=composite reliability

To test for discriminant validity, heterotrait-monotrait ratio (HTMT) was used, with expected values of less than 0.9. From the data shown on table 2 the measurement model in this study has met the discriminant validity requirement.

**Table 2. Heterotrait-Monotrait Ratio**

	JS	OC	WE	JSt	TI
JS					
OC	0.756				
WE	0.736	0.679			
JSt	0.748	0.712	0.706		
TI	0.577	0.858	0.521	0.549	
<i>JS=job satisfaction, OC=organizational commitment, WE=work environment, JSt=job stress, TI=turnover intention</i>					

**Structural Model**

Table 3 shows the result of coefficient of determination ( $R^2$ ), from which can be inferred that 49.1% of job satisfaction can be described by job stress and work environment, meanwhile the rest are explained by other factors not investigated in this study. Organizational commitment can be explained by job stress, job satisfaction, and work environment for as much as 48.9% while the other are explained by other factors not investigated in this study. On the other hand 49.4% of turnover intention can be explained by organizational commitment, the other 51.6% are explained by other factors not included in this study.

**Table 3. Evaluation of Coefficient of Determination**

Endogeneous Construct	R Square
Job Satisfaction	0.491
Organizational Commitment	0.489
Turnover Intention	0.494

Collinearity between variables were also tested to ensure there was no multicollinearity. To test for collinearity, variance inflation factor (VIF) was used, with expected value of VIF was less than 5. Table 4 shows the VIF value of all variables in this study, since all variables VIF value were less than 5, then there was no collinearity issue in this study.

**Table 4. Collinearity Evaluation**

	JS	OC	WE	JSt	TI
JS		1.964			
OC					1
WE	1.477	1.759			
JSt	1.477	1.812			
TI					
<i>JS=job satisfaction, OC=organizational commitment, WE=work environment, JSt=job stress, TI=turnover intention</i>					

This study using confidence interval of 95%, thus p value of less than 0.005 is needed for hypothesis to be supported. T-statistic was not used in this study because sampling method used was census, therefore the entirety of population was included in this study bar some that didn't meet the

inclusion criteria. Table 5 shows the result of hypothesis evaluation, hypotheses were supported if p value was less than 0.005 with the standardized path coefficient direction conform with the proposed hypothesis.

**Table 5. Hypotheses Evaluation**

Hypotheses	Standardized Path Coefficient	P Value	Verdict
<i>H1: Job stress has a negative effect on organizational commitment</i>	-0.242	0.001	<b>Supported</b>
<i>H2: Job satisfaction has a positive effect on organizational commitment.</i>	0.389	0.000	<b>Supported</b>
<i>H3: Work environment has a positive effect on organizational commitment.</i>	0.174	0.004	<b>Supported</b>
<i>H4: Job stress has a negative effect on job satisfaction.</i>	-0.413	0.000	<b>Supported</b>
<i>H5: Work environment has a positive effect on job satisfaction.</i>	0.378	0.000	<b>Supported</b>
<i>H6: Organizational commitment has a negative effect on turnover intention.</i>	-0.703	0.000	<b>Supported</b>

## DISCUSSION

From this study, it was found that organizational commitment and job satisfaction was negatively influenced by job stress. This result was in line with previous research done by Jamal (2011); Nart and Batur (2014); Bhatti et al (2016); Pugliesi (1999). Stress occurs when employee abilities compared to workload is not balanced, as the chasm grows bigger employee in turn will experience more stress (Jamal, 2011). Job stress, mainly caused by heavy workloads, conflicting role, and lack of resources to do the job properly will have a undesirable effect on organizational commitment, mainly on dimensions of continuance and normative (Nart & Batur, 2014). A healthy amount of stress are necessary to keep employee engaged and aware of their surroundings, but when stress cross a certain threshold the positive effects are getting replaced with job dissatisfaction (Chao et al, 2013).

Work environment was found to positively impacts organizational commitment and job satisfaction. Research from Irawan and Ie (2022); Raziq and Maulabakhsh (2015) showed similar results. Work environment is every aspect that can influence employee physical and mental condition either positive or negatively (Jain and Kaur, 2014). Work environment if utilized properly by providing safe atmosphere and comfortable setting can boost employee performance to achieve organization's goals (Sedarmayanti & Siswanto, 2014). A positive work environment has a important role in job satisfaction of nurses and consequently affect their retention (Hayes, Douglas, and Bonner, 2015). Perception of



good work environment seems to be affected by employee's age and tenure, older and longer tenured employees perceived work environment better.

Job satisfaction was found to have positive influence toward organizational commitment, this research result was consistent with previous studies, such as found in Aydogdu and Asikgil (2011); Clugston (2000); Mathieu (1991). Job satisfaction is attitudes exerted by employee that is predisposed to be positive or negative according to their perceived or personal experience while on the job. It can be different between every and each employee according to their own unique experiences and personal factors (Aydogdu & Asikgil, 2011). A satisfied employee will want to remain in their organization for longer, a normative commitment of employee will compel them to stay because the it affects them to consciously serve the organization. According to psychological contract theory, a reciprocity will occur between employee and organizations, when employees treated fairly and given satisfactory working conditions, they will reciprocate with strong affective commitment toward organization (Chordiya, Sabharwal, & Goodman, 2017).

Turnover intention is negatively impacted by organizational commitment, this finding is consistent with several research done before, such as Hussain and Asif (2012); Perryer et al (2010); Mosadeghrad et al (2008). Organizational commitment consists of three aspects of obligations, needs, and desires to be committed in the organization, that is derived into three components normative commitment, continuance commitment, and affective commitment (Allen & Meyer, 1990). Employees with high organizational commitment are not prone to leave the organization, instead they will build relationship automatically with coworkers and customers better, be more open with training regimen from organization, adapt easily with organizational changes, and ultimately work in a more effective and efficient way (Mowday, 1998). According to Ferris and Aranya (1983), organizational commitment is a predictor of various desirables organizational outcomes such as lower turnover and higher loyalty to the organization. All three components of organizational commitment is found to negatively influence of intention to leave organization (Cohen, 1993).

## CONCLUSION

The findings in this study shows organizational commitment will affect turnover intention in a negative way. Organizational commitment is positively influenced by job satisfaction and work environment, while negatively influenced by job stress. Job satisfaction is positively influenced by work environment and negatively influenced by job stress. Ultimately every organization want to retain their employee to maintain productivity and efficiency. To reduce turnover rate, organization should investigate their employee turnover intention. Organization should reduce job stress experienced by employee, workloads should be addressed properly, minimizing role conflict between employee is a must, and give enough support toward employees. Work environment within the organization should also be addressed carefully. Employees need is physical and psychological, they need a workplace that's brightly lighted, clean and comfortable, and not noisy. They also need a feeling of safety while working. Organization effort to retain employee will benefit them in the long run, not only by making sure talented employees stays in the organization to help grow the organization but also sparing the organization from some expenses needed to recruit and prepare new employee.

We suggest for the future researches to be conducted in wider area to improve the generalization of the study. Next research could also be improved upon by studying another variable that might explain turnover intention since organizational commitment only explained 49% of turnover intention. Regarding organizational commitment, research could also be conducted to differentiate factors that

influence each of the components of affective commitment, continuance commitment, and normative commitment

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