

## The Role of Job Satisfaction, Job Stress and its Impact on Organizational Commitment at XYZ Company

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### ABSTRACT.

**Background:** The most crucial factor for executives to consider is employee organizational loyalty. Therefore, a corporation requires qualified and skilled staff to handle the numerous job constraints. Job happiness and job stress are among the characteristics that impact organizational commitment. Job satisfaction is the attitude of workers toward those parts of their jobs that might elicit positive or negative emotions. Stress at work is a strain that generates an imbalance in office employees' facing positions. Therefore, if the firm can enhance the system for managing job stress, employee job happiness is the key to keeping organizational employees' dedication. **Novelty:** Research on the topic of Organizational commitment with the addition of an independent variable, job satisfaction and job stress at company XYZ, where the existing literature has yet to be explained. The purpose of the study was to see how the influence of job satisfaction and job stress on organizational commitment at XYZ company. **Method:** The sample in this study was 200 respondents. Respondents are employees at XYZ company. The hypothesis was tested with a structural equation model (SEM) with Lisrel 11 software. **Results :** indicate that the variable job satisfaction positively affects organizational commitment of 0.454 and t-count of 6.585 (significant : t-count >1.96). these results explain that job satisfaction completely and significantly affects organizational commitment. These results indicate that H1 is accepted, which shows that job satisfaction can increase organizational commitment. Then the effect of job stress on organizational commitment is -0.433 and the t-value is -6.432 (significant : t-count <1.96). These results explain that job stress negatively and significantly affects organizational commitment. These results indicate that H2 is accepted, which shows that job stress can reduce organizational commitment. **Implication:** job satisfaction and job stress have an essential role in determining the increase and decrease in organizational commitment to XYZ company. This research study has implications that the XYZ company can increase job satisfaction and reduce the level of job stress experienced by XYZ company employees so that organizational commitment can continue to grow.

**Keywords:** job satisfaction, job stress, organizational commitment.

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### INTRODUCTION

Every company was established to achieve its goals following its vision and mission. To achieve this goal, a good management function is needed. A company's success must be connected to the best capabilities provided by its employees. However, not all employees in a company are committed. High for the company. When the employee's commitment to the company is formed, employees will provide optimal performance to achieve company goals. Widiensyah, (2018) states that HR is a primary factor in achievements in an organization or company. In this way, HR must be monitored and expected so that it can be used to support organizational interests. Organizations that require high effectiveness and efficiency require human resources who can think, are skilled in dealing with competition and can act quickly. In this way, the organization needs to build the nature of HR that affects the increase in employee work (Akbar et al., 2017). Therefore, organizational commitment is an essential factor that must be examined in the company because organizational commitment will affect the attitudes and behaviour of employees in the workplace (Lianny, 2020)

Organizational commitment is defined as the condition of an employee to become a member and wishes to be involved in the organization, according to Robbins et al. (2010 in Sugiarto, 2018). Commitment to one's organization is often seen as a factor that might improve the overall performance of individuals or workers working for that business. The dedication of the organization's members is the most important factor in determining whether or not the organization will be successful in achieving the objectives and targets it has set for itself. Members of an organization who direct their attention on the organization as a whole are able to cultivate a more favorable outlook about the organization and experience more happiness without being required to exert additional effort for the organization's benefit (Pradhan et al., 2017) This demonstrates that commitment to an organization entails more than just a passive sense of loyalty; rather, it encompasses active interactions with coworkers as well as an individual's resolve to make a significant contribution to the company. Commitment to an organization is also influenced by a number of other elements. An employee's commitment to their business can be influenced by a number of potential factors, including job stress and job happiness. According to prior study conducted by Widiandi and Sariyathi (2016), job stress has a detrimental influence on organizational commitment. These elements or variables are based on this research, which claims that organizational commitment is negatively impacted by job stress. Because of these results, it is guaranteed that the people' and workers' commitment to the company will decrease in direct proportion to the level of stress caused by their jobs.

On the other side, individuals and workers who report experiencing less stress related to their jobs have a higher level of devotion to the firm. According to the findings that were published in 2019 by Hafni and Sari, stress is a condition that occurs when a person's soul has reached its limit and, if not addressed, can lead to a variety of health issues. When employees are unable to meet what have become job demands, as well as when it is unclear what the obligations of the job are, when there is a shortage of time to finish the task, when there is no facility assistance to work, and when there are competing tasks, stress at work can result (Handayani & Andani, 2019).

In addition to the stress of one's job, job happiness is another aspect that can play a role in improving employee commitment to their business. These characteristics or variables were also discovered in earlier study by Widayanti and Sariyathi (2016), which showed that

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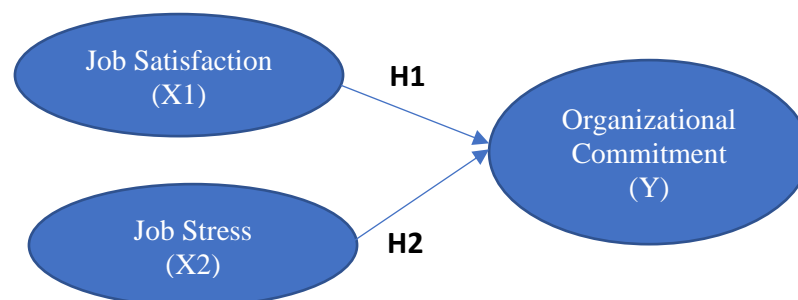
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work satisfaction positively influences organizational commitment. Specifically, the researchers looked at the relationship between job satisfaction and organizational commitment. These findings suggest that individuals who are satisfied in their occupations will have a greater commitment to the organization they work for. Job satisfaction is defined as an employee's attitude toward parts of their work that might lead to either positive or negative sentiments, as stated by Yulia et al. (2018). Employees' levels of job satisfaction will vary from one another due to the fact that job satisfaction is an individual experience. The level of job satisfaction experienced by workers may be raised by providing appropriate remuneration or by basing pay on the amount of labor and effort put in by workers (Tonnisen & Ie, 2020). To the extent that an individual's or an employee's preferences can be accommodated in many elements of their work, they will report higher levels of job satisfaction.

According to Robbins (2006 in Eliyana & Ma'arif, 2019), organizational commitment is the stage in which employees recognize a group with goals and look forward to maintaining their status as group members. Organizational commitment is a moral obligation to remain in the organization due to psychological conditions that reflect the employee's who are not loyal to their organization, loyal employees will remain in the organization, whatever the condition, even if it is terrible (Tosun & Ulusoy, 2017).

According to Robbins (2001 in ihsan & Ali, 2019), stress is a dynamic circumstance in which an individual is presented with an opportunity, limitation, or demand connected to their wants, the outcome of which is regarded as being both unclear and vital to the performance of their work. Anxiety or anxiousness brought on by one's job can have an effect on an employee's emotions as well as their behavior at work (Navas & Vijayakumar, 2018). According to Robbins (3003 in Pawirosumarto et al., 2017), work satisfaction is a general attitude influence on a person's performance that demonstrates the difference between the number of rewards obtained by them and the amount they consider they should have gotten. Pawirosumarto et al. (2017). Work satisfaction is a good attitude of an employee that comprises sentiments and attitude as a result of evaluating work as taste respect in attaining incorrect, which is an essential value of the job (Pawirosumarto et al., 2017). Based on the writing above, the picture of the research model is as follows :



**Figure 1.** Research Model

From the research model in figure 1, the hypothesis In the study is as follows following:

H<sub>1</sub> : Job satisfaction has a positive and significant effect on organizational commitment

H<sub>2</sub> : Job stress has a negative and significant effect on organizational commitment

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**METHOD**

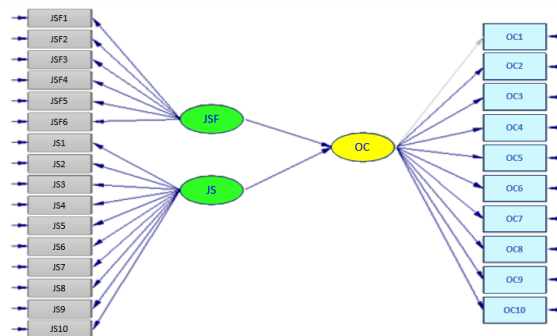
A quantitative research methodology is used in the study. The design of this study combines descriptive and causal types (Malhotra, 2010). This study uses Structural Equation Model (SEM) analysis with a set number of samples. According to (Hair et al., 2011), the minimum sample size for analysis using LISREL 11 is 200.

The sample used in this study were employees at company XYZ. Respondents were selected based on having worked at least three years because the employee who had completed three years of work were considered to have a positive attitude towards their work environment. The conceptual diagram above shows that all variables are reflective as all arrows move from variable to indicator.

The questionnaire is divided into four main sections. The first part contains questions about the respondent's identity, including last education, years of service, gender, and gender. The other three sections contain statements about each research variable. To obtain data related to job satisfaction, the study used a six-item questionnaire used by references (Abdul Haeba Ramli, 2019); there were ten items of the job stress questionnaire adapted from (Hilma Harmen, 2019), and For organizational commitment, ten items to be used was selected from a questionnaire adapted from (Mayer et a., 2002). All variables were assessed on a five-point Likert scale ranging from 1 (strongly disagree/strongly dissatisfied) to 5 (strongly agree/strongly satisfied).

**RESULTS AND DISCUSSION**

A flow chart will describe the theoretical model built on the hypothesis. The flow chart (path diagram) will make it easier for researchers to see the causality relationships they want to test. The following is a flow chart for this research:



**Figure 2.** Conceptual Diagram

The conceptual diagram above shows that all variables are reflective because all the arrows go from variables to indicators. The structural path model is described through the following equation:

Model:

$$\text{Organizational Commitment} = \text{Job satisfaction} + \text{Job stress} + e$$

a. Outer Model

The manifest variables in the study include the following:

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- Six indicators measure the latent variable of implementing Job Satisfaction
- Ten indicators measure latent Job stress variable
- Ten indicators measure the latent variable of Organizational Commitment

b. Inner Model

The Organizational Commitment variable is influenced by job satisfaction and job stress variables.

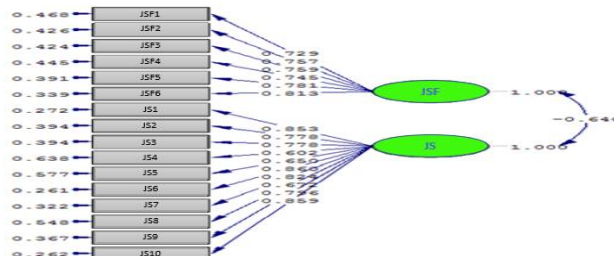
In the LISREL 11 application, the causality relationship can be described in a flowchart, and then the programming language converts the image into an equation and the equation into an estimate.

**Confirmatory Factor Analysis (CFA)**

The loading factor serves as an indication for determining an indicator that measures the validity of a latent variable. At least a loading factor of 0.5 shows that an indication is legitimate. Confirmatory component analysis checks the unidimensionality of each latent variable's indicator variables. The results of each model's confirmatory factor analysis will be discussed later.

**Confirmatory Analysis of Exogenous Factors**

Testing the significance of the extracted in forming the latent variable can be obtained from each variable's standardized loading factor value, if a very significant test value is obtained, this indicates that the indicator is suitable for extraction to form a latent variable. The following results test the significance of each indicator in forming the latent variable.



**Figure 3.** Exogenous Confirmatory Factor Analysis (CFA) Diagram

**Table 1.** Exogenous Confirmatory Factor Analysis (CFA)

Variable	Indicator	Loading Factor	T Values	information
<i>Job Satisfaction</i>	JSF1	0,729	13,023	Valid
	JSF2	0,757	13,730	Valid
	JSF3	0,759	13,770	Valid
	JSF4	0,745	13,419	Valid
	JSF5	0,781	14,342	Valid
	JSF6	0,813	15,231	Valid
<i>Job Stress</i>	JS1	0,853	16,798	Valid
	JS2	0,778	14,593	Valid
	JS3	0,778	14,589	Valid
	JS4	0,602	10,364	Valid
	JS5	0,650	11,422	Valid
	JS6	0,860	16,995	Valid
	JS7	0,824	15,884	Valid
	JS8	0,672	11,931	Valid

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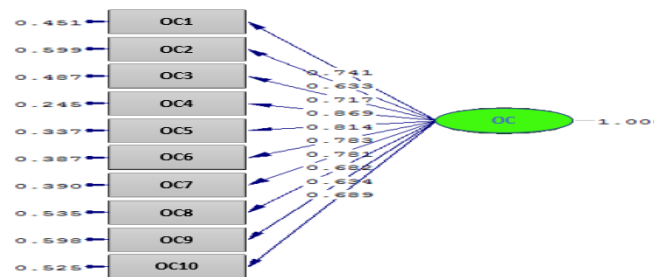
Variable	Indicator	Loading Factor	T Values	information
	JS9	0,796	15,081	Valid
	JS10	0,859	16,972	Valid

**Table 1.** The analysis of these factors also shows the test values of each constructor of a construct. According to the findings, each of the developing indicators of each latent variable produces satisfactory results, as measured by a C.R. that is more than 1.96. In addition, the loading factor value of every single indicator is greater than 0.5, making it statistically significant. In light of these findings, it is possible to assert that the indicators which comprise the exogenous latent variables have demonstrated one-dimensionality (valid). In addition, on the basis of this confirmatory component analysis, the study model may be utilized for additional investigation without requiring any modifications or alterations. In addition to this, the loading factor value of every indicator is more than 0.5; taking into account these findings, it is possible to assert that the indicators that make up the exogenous latent variable have demonstrated one-dimensionality. [Citation needed] (valid). In addition, on the basis of this confirmatory component analysis, the study model may be utilized for additional investigation without requiring any modifications or alterations.

**Confirmatory Analysis of Endogenous Factors**

Testing the significance of the extracted indicators in forming the latent variable can be obtained from each indicator’s standardized loading factor value.

A significant test value indicates that the indicator can be extracted to form a latent variable. The following results test the significance of each indicator in forming the latent variable.



**Figure 4.** Endogenous Confirmatory Factor Analysis (CFA) Diagram

**Table 2.** Analysis of Endogenous Confirmatory Factors (CFA)

Variable	Indicator	Loading Factor	T Values	Information
<i>Organizational Commitment</i>	JSF1	0,741	13,505	Valid
	JSF2	0,633	10,969	Valid
	JSF3	0,717	12,896	Valid
	JSF4	0,869	17,176	Valid
	JSF5	0,814	15,509	Valid
	JSF6	0,783	14,613	Valid
	JSF7	0,781	14,564	Valid
	JSF8	0,682	12,063	Valid
	JSF9	0,634	10,985	Valid

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	JSF10	0,689	12,237	Valid
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**Source:** Processed by Researchers in 2023 (LISREL Output 11)

**Table 2.** The analysis of these factors also shows the test values of each constructor of a construct. The results show that each of the forming indicators of each latent variable shows good results, namely the value with a CR above 1.96. In addition, all indicators' loading factor value (standardized estimate) is more significant than 0.5. With these results, it can be said that the indicators forming the endogenous latent variable have shown one-dimensionality (valid). Furthermore, the study model may be used for subsequent analysis without modification or adjustment as a result of this confirmatory factor analysis.

### Reliability Test and Average Variance Extracted

The evaluation of the measurement model involves measuring the extracted composite reliability and variance for each construct. Reliability is an internal measure of a build indicator's consistency. Results with a high dependability give assurance that all individual indicators correspond to their respective measurements. >0.70 is the commonly acknowledged threshold of dependability. Please note that validity is not guaranteed by dependability. Validity assesses the extent to which an indicator properly measures or measures what it intended to measure; variance derived from the construct reliability measure is an additional reliability metric. The suggested value for the extracted variance is:

$$\text{Construct Reliability} = \frac{(\sum \text{std loading})^2}{(\sum \text{std loading})^2 + \sum \epsilon_j}$$

$$\text{Variance Extracted} = \frac{\sum \text{std loading}^2}{\sum \text{std loading}^2 + \sum \epsilon_j}$$

After testing the validity, the next step is to calculate or analyze the reliability of the research variables. After calculating using Ms Excel with the calculation formula above, the results obtained from the construct reliability and variance extracted values are presented as follows:

**Table 3.** Reliability Test Results and AVE Exogenous Variables

Indicator	<i>Loading Factor</i>	<i>Measurement Error</i>	LF <sup>2</sup>	CR	AVE
JSF1	0,729	0,469	0,531	0,894	0,584
JSF2	0,757	0,427	0,573		
JSF3	0,759	0,424	0,576		
JSF4	0,745	0,445	0,555		
JSF5	0,781	0,390	0,610		
JSF6	0,813	0,339	0,661		
$\Sigma$	<b>4,584</b>	<b>2,493</b>	<b>3,507</b>		
Indicator	<i>Loading Factor</i>	<i>Measurement Error</i>	LF <sup>2</sup>	CR	AVE
JS2	0,778	0,395	0,605	0,936	0,596
JS3	0,778	0,395	0,605		
JS4	0,602	0,638	0,362		
JS5	0,650	0,578	0,423		
JS6	0,860	0,260	0,740		

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JS7	0,824	0,321	0,679		
JS8	0,672	0,548	0,452		
JS9	0,796	0,366	0,634		
JS10	0,859	0,262	0,738		
$\Sigma$	<b>7,672</b>	<b>4,035</b>	<b>5,965</b>		

coefficient of the latent variable is more than or equal to the crucial value (CR 0.7) and the variance extracted value is greater than the critical value (0.5) indicates that the two exogenous variables are reliable.

**Table 4.** Reliability Test Results and AVE Endogenous Variables

Indicator	Loading Factor	Measurement Error	LF <sup>2</sup>	CR	AVE
OC1	0,741	0,451	0,549	0,922	0,545
OC2	0,633	0,599	0,401		
OC3	0,717	0,486	0,514		
OC4	0,869	0,245	0,755		
OC5	0,814	0,337	0,663		
OC6	0,783	0,387	0,613		
OC7	0,781	0,390	0,610		
OC8	0,682	0,535	0,465		
OC9	0,634	0,598	0,402		
OC10	0,689	0,525	0,475		
$\Sigma$	<b>7,343</b>	<b>4,554</b>	<b>5,446</b>		

Source: Processed by Researchers in 2023 (LISREL Output 11)

Table 4. The findings of extracting construct reliability and variance for each study variable are displayed above. Given that the construct reliability coefficient of the latent variable is larger than or equal to the crucial value (CR0.7) and the variance extracted value is greater than the critical value (0.5), it may be concluded that the endogenous variable has a high level of reliability.

### Structural Equation Test and Hypothesis Test

#### Evaluation of Model Accuracy Criteria (Goodness of Fit Model)

The model's appropriateness is assessed by examining several goodness of fit criteria. As a result, the first step is to determine if the data utilized can fulfill the assumptions necessary for the SEM analysis. The model may be checked if the assumption is satisfied. Several metrics, in addition to the cut of value, are relevant in evaluating the quality of fit criteria:

**Tabel 5.** Goodness of Fit Model Hair et al (2014).

Goodness Of Fit Index	Cut off Value	Result	Criteria
<b>Absolute Fit Measure</b>			
DF	> 0	296	Over Identified
Chi-Square	337,125	314,270	Good Fit
Probability	> 0,05	0,223	Good Fit
CMIN/DF	< 2	1,062	Good Fit
GFI	≥ 0,90	0,913	Good Fit
RMSEA	≤ 0,08	0,016	Good Fit
<b>Incremental Fit Measures</b>			
AGFI	≥ 0,90	0,897	Marginal Fit

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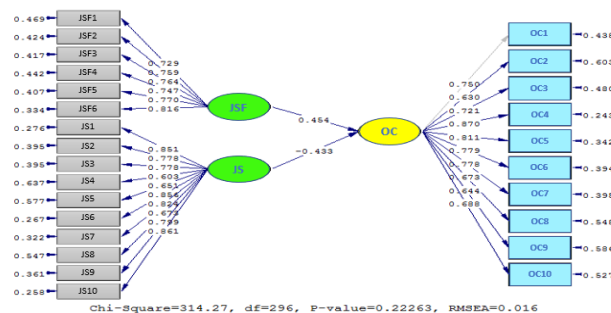
Goodness Of Fit Index	Cut off Value	Result	Criteria
CFI	$\geq 0,90$	0,998	Good Fit
TLI atau NNFI	$\geq 0,90$	0,998	Good Fit
NFI	$\geq 0,90$	0,982	Good Fit
IFI	$\geq 0,90$	0,998	Good Fit
Parsimonious Fit Measures			
PNFI	0,60- 0,90	0,894	Good Fit
PGFI	0-1	0,770	Good Fit

Source: Processed by Researchers in 2023 (Output LISREL 11)

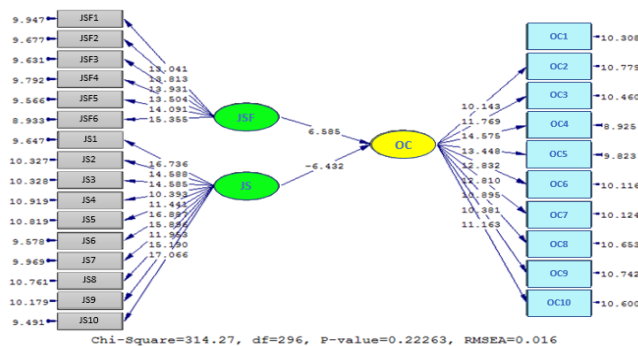
**Table 5.** Above, the results of the recapitulation of the feeding model determination test can be seen that the Chi-Square value is  $314.270 < 337.125$  (Appendix Chi Square Table), the probability value (p-value) is 0.223 ( $p > 0.05$ ), includes the excellent category (good fit), the CMIN/DF value of 1.062 less than two is included in the excellent category (good match), and the GFI value of 0.913 is more than 0.90 the findings are included in the excellent category (good fit) (good fit). The RMSEA score of 0.016 is less than .08, placing it in the excellent category (good fit). Overall, the absolute fit measure value is favorable (good fit). Furthermore, the AGFI of 0.897 is greater than 0.80 but less than 0.90. The results fall into the reasonably good category (marginal fit), the CFI value of 0.998 above 0.90 falls into the excellent category (good fit), the TLI or NNFI value of 0.998 more than 0.90 falls into the good category (good fit), the NFI of 0.982 falls into the good category (good fit), and the IFI of 0.998 falls into the good category (good fit), indicating that the overall value of incremental fit measures has been met or good (good fit). The next test is the parsimonious fit measures test represented by PNFI and PGFI. The PNFI value is 0.894, more than 0.60, the results are included in the excellent category (good fit), and the PGFI value is 0.770, which tends to approach lift one compared to 0. This also shows a good value (good fit), meaning that all the criteria for parsimonious fit measures have been met (good fit). Thus, the three test groups showed that the model could be used, meaning that it empirically fit with the theoretical model.

### Structural Model

The following is a picture of the standardized coefficient and t-value in the research model:


**Figure 5.** Standardized Coefficient Estimation Result

Source: Image processed by researchers in 2023 (LISREL Output 11)


**Figure 6.** T-Values Estimation Result

Source: Image processed by researchers in 2023 (LISREL Output 11)

Based on Figure 5 and Figure 6. The result of path coefficient testing and hypothesis testing with count will then be presented to determine whether the formulated hypothesis is accepted or rejected, namely the influence of exogenous variables on endogenous variables. Hypothesis testing is carried out with SEM, which is processed using the LISREL 11 program with the following results:

**Table 6.** Estimation Results

Effect	Standardized Loading Factor	t count	Conclusion	R <sup>2</sup>
H1 : JSF-> OC	0,454	6,585	Signifikan	0,645
H2 : JS -> OC	-0,433	-6,432	Signifikan	

Where:

JSF : Job Satisfaction

JS : Job Stress

OC : Organizational Commitment

**Table 6.** The findings of the hypothesis assessing the direct influence of work satisfaction and the effect of job stress on organizational commitment are shown above. In SEM, the significant test criteria are based on the critical point value of 1.96 for an error rate of 5%, where the t-value greater than or equal to the critical point (t-value 1.96), indicates that the parameter value is statistically significant. Column R2 contains the coefficient of determination value. The route coefficient equation will be solved using the structural equation model before testing the hypothesis. The structural equation model in this investigation produced the following results.

$$OC = 0.454*JSF - 0.433*JS, \text{ Error var.} = 0.355, R^2 = 0.645$$

$$\begin{matrix} (0.0689) & (0.0673) & (0.0566) \\ 6.585 & -6.432 & 6.270 \end{matrix}$$

According to the equation shown above, the variable representing work satisfaction has a positive influence (path coefficient of 0.454) on the concept of organizational commitment. In contrast, the work stress variable has a negative influence on organizational commitment, with a path coefficient value of -0.433. This number indicates that the relationship is not a positive one. According to these findings, the exogenous variable having

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a favorable influence is work satisfaction. To put it another way, an individual's level of commitment to their organization will directly correlate to the level of work pleasure they experience. In contrast, job stress will have the opposite impact on an individual's level of commitment to their organization. To put it another way, the higher the stress level of the work, the lesser the organizational commitment. From the equation above and the table 64.5% of organizational commitment is influenced by job satisfaction and job stress, while the remaining 35.5% influenced by other factors not observed in this study.

### DISCUSSION

This hypothesis test will explain whether exogenous variables influence endogenous variables, namely job satisfaction and stress variables, on organizational commitment.

#### 1. Effect of job satisfaction on organizational commitment

According to Table 6 and Figure 6, the influence of the work satisfaction variable has positive effect on organizational commitment, with a coefficient of 0.454 and a t-value of 6.58 (significant: t-count > 1.96). These findings demonstrate that work satisfaction has a favorable and considerable impact on organizational loyalty. These results suggest that Hypothesis 1 is accepted and that job satisfaction might boost organizational commitment.

#### 2. Effect of job stress on organizational commitment

According to Table 6 and Figure 6, the effect of job stress on organizational commitment is -0.433 and the t-value is -6.432 (Significant: t-count < 1.96). These findings demonstrate that job stress has a large and detrimental impact on organizational commitment. These results imply that H2 is accepted and that occupational stress might diminish organizational commitment.

The explanation of the study results that can be offered is that the employee at XYZ company's level of work satisfaction has an influence that is partially positive and significantly significant on the employee's commitment to the organization. This is in accordance with the first hypothesis (H<sub>1</sub>), which states that work satisfaction has a considerable and beneficial impact on organizational commitment. Employees working for XYZ Company report that the stress of their jobs has a strong negative partial influence on their organizational commitment. This is consistent with the second hypothesis (H<sub>2</sub>), which states that the stress of one's job has a negative and substantial influence on one's commitment to their company.

According to the findings of the research that has been conducted, one way in which work happiness might influence organizational commitment is through job stress. This indicates that job satisfaction might boost organizational commitment by lowering the amount of stress that is associated with working in the position. To begin, a lack of job satisfaction can make employees less committed to their organizations since it can lead to increased job stress. As a result, firms might apply HR initiatives or policies to improve organizational commitment in order to boost employee organizational commitment. Providing opportunities for self-improvement and workload reduction, if at all feasible; lowering the amount of work that is expected of workers; reducing the amount of work that is expected of employees; to lessen the amount of stress that employees experience as a result of their jobs.

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The presentation of the research results and discussion produces suggestions that are expected to be useful for XYZ company and subsequent research, namely, the level of organizational commitment can increase if job satisfaction increases and job stress decreases. Organizational commitment on the employee. For this reason, the company should continue to pay attention to existing rules but still maintain and respect the interests of their employee, who also pay attention to the existing priority scale, from the most important to the least/not important.

The company is expected to create a positive organizational culture and a conducive work environment so that the job stress of the staff can be reduced, which will increase the employees' organizational commitment. Company leaders are expected to be able to provide fair and equitable work team support to all employees so that employees will master the work they have following the responsibilities they get. Then the employee will have a comfortable, safe and conducive feeling following her duties and responsibilities and the rights and obligations she will receive, which will further increase organizational commitment and maximize employee performance.

### IMPLICATION

Job satisfaction and stress are essential in determining the increase and decrease in organizational commitment to XYZ company. This research study has implications that the XYZ company can increase job satisfaction and reduce the level of job stress experienced by XYZ company employees so that organizational commitment can continue to increase.

### CONCLUSION

Based on the results of the data analysis and hypothesis testing, it can be inferred that the effect of work satisfaction on organizational commitment is positively and significantly influenced. These results demonstrate that work satisfaction and organizational commitment are positively correlated.

Based on the results of the data analysis and hypothesis testing, it can be concluded that work stress factors have a negative and substantial influence on organizational commitment. These findings imply that higher job stress will decrease employee engagement to the business.

This research is restricted to analysing how employees feel about their jobs in terms of work satisfaction, job stress, and organizational commitment. Because the current study only looks at the two most significant causal variables, namely job satisfaction and job stress, that effect organizational commitment, it is anticipated that future research will be able to add or use other variables. This is because the current study only looks at these two variables. However, this does not mean that other elements beyond the scope of the study, such as leadership style, work performance, motivation, and other aspects that might impact organizational commitment in employees, were not taken into consideration.

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