

The Mediating Effect of Work Stress on the Relationship between Organizational Climate and Organizational Commitment

Vivi Gusnia Ningsih¹, Rini Sarianti^{2*}

Departement of Management, Faculty of Economics, Universitas Negeri Padang, Padang, Indonesia

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ABSTRACT

This research aimed to identify the mediating effect of work stress on the relationship between organizational climate on organizational commitment. The sample in this study was 73 nurses working on inpatient room of dr. Achmad Darwis Hospital in Suliki, Indonesia. Sampling techniques used total sampling. Data was collected through a questionnaire using Likert scale. Partial least square (PLS) was chosen as the structural equation model (SEM) to test the hypotheses. The results of this study indicate that (1) Organizational climate has a significant and positive effect on organizational commitment, (2) Organizational climate has a significant and negative effect on work stress, (3) Work stress has a significant and negative effect on organizational commitment, (4) Work stress significantly mediates the relationship between the organization's climate and the organizational commitment.



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* Corresponding author: e-mail: rini_sarianti@yahoo.com

INTRODUCTION

Human resources are an important asset in an organization because human resources determine the success of an organization. To be an effective and efficient organization, organizations need quality human resources. Qualified human resources can essentially help an organization achieve its goals. Giauque, Resenterra, and Siggen (2014) state that the success of an organization in the pursuit of quality depends not only on how the organization develops the competence of its employees, but also how the organization increases the commitment of its employees, both to the commitment to the job and to the direction of the boss.

One of the most motivational issues in every organization, including health care organizations, is organizational commitment because it has committed and capable resources that can not only reduce absenteeism but also improve organizational performance and employee mentality (Alipour and Kamaee Monfared 2015). Organizational commitment is the degree to which an employee identifies an organization, its goals and expectations to remain a member of the organization. Employees who have a commitment will show the willingness to work hard to work to stay in the institution where they work (Auda 2018). Meyer and Allen (Bahrami et al. 2016) suggest a framework with three types of commitment organizations: commitment affective, continuity commitment, and normative commitment. Affective commitment refers to a member's emotional interest, identification and involvement in a member. Members with high affective commitments stay

with the organization because of their will. The term ongoing commitment refers to a member's evaluation of whether the expense of leaving the organization outweighs the cost of staying. Members who believe the price is too high stay because they have no choice. Members' feelings about their commitments to the organization are referred to as normative commitment.

The study picked up objects on RSUD Dr. Achmad Darwis which is a hospital owned by the Kabupaten Lima Puluh Kota area which belongs to one of the Kabupaten Lima Puluh Kota Device Organizations that have a moral responsibility to the community, thus the hospital is obliged to serve all groups of society. Human resources (HR) that play an important role in the organization of hospitals related to serving the community or patients are nurses. It is the nurse who handles everything that happens to the patient 24 hours a day. Some of the tasks given by the hospital to nurses such as caring for and caring for patients, providing the right dose of drugs and the right time, providing support to patients. With various demands of the task requires a high-commitment nurse.

Based on the initial survey of the authors there is a level of commitment of hospital nurse dr. Achmad Darwis is still low seen that nurses do not feel hesitant or loss to leave their jobs, which is caused by several factors such as the unpleasant organizational atmosphere and work stress experienced by nurses. And also nurses don't fully assume the problems that occur in the hospital are not part of the problem. Ardiansyah (in Agustama and Giantara, 2020) said employees who have a high commitment will pay attention to the fate of their organizations.

Commitment and work stress are essential variables in health-care organizations' performance (Alipour and Kamaee Monfared 2015). Excessive demands are commonly described as a sign of stress (Ali and Kakakhel 2013). Various work demands and situations experienced will be a potential source of stress (Golizeck, 2005). Stress can lead to a lack of organizational commitment; the excessive effect of this stress is an increase in employee intentions to leave the company and a decrease in organizational performance. (Ariawan and Sriathi 2017). Despite the fact that any profession includes a certain level of stress, some jobs are deemed more stressful than others due to the nature of their obligations (Ghasemzadeh, Maleki, and Khadem Hosini 2017). Because of its bustling nature, the hospital is regarded as a one-of-a-kind setting that allows for contamination and infection susceptibility (Al-khasawneh and Futa 2013). Working in a hospital produces stress, according to the author's observations of nurses at dr. Achmad Darwis Hospital. Nurses are required to respond to patient requirements rapidly, which causes stress. Stress felt by nurses has a mental influence that can interfere with the work process and can harm the organization. Researchers previously discussed that organizations are in excessive danger due to stress (Zufiesha et al. 2017). High levels of stress in hospital surroundings are a crucial influence in health care employees' physical and psychological wellbeing, according to researchers (Al-Makhaita, Sabra, and Hafez 2014).

In addition to work stress issues, organizational climate issues are also important in terms of building organizational commitment. A suitable organizational climate can lead to innovation and inspiration in the organization and have a positive role in achieving organizational goals. Therefore managers should always monitor the organization's climate (Bahrami et al. 2016). Organizational climate serves as a measure of an individual's perception or feeling about the organization (Vanaki and Vagharseyyedin 2009).

Based on observations that the author has made to nurses obtained that the award given by dr. Achmad Darwis Hospital to nurses is still not optimal, it can cause feelings of underappreciation for the work that has been done so that the decline of the organizational climate and the lack of commitment of nurses to dr. Achmad Darwis Hospital. While the organizational climate is reflected in the organization's goals for the development of its employees by providing a good environment and working conditions and helping and supporting them so as to increase commitment among employees to the organization (Suliman and Iles, 2000).

In recent studies, organizational climate has had an influence on work stress levels and organizational commitments (Bahrami et al., 2016), (Noordin et al., 2010) and Elondri (2020) say organizational climate variables have a positive influence on organizational commitment. Some research suggests that work stress can mediate an organization's climate relationship with

organizational commitment. The results of the Agustama and Giantara (2020) and Ruzungunde et al. (2016) study said that there is a negative relationship between work stress and organizational commitment. Research from Paduraru (2014) says organizational climate has a negative relationship with work stress. Low levels of work stress from employees have an effect on the organization's climate relationship on organizational commitments (Agustama and Giantara, 2020).

LITERATURE REVIEW

Organizational Commitment

Commitment in an organization is a cognitive component that describes a person's interaction with his or her organization and has ramifications for an individual's decision to remain a part of that organization (Allen and Meyer 1990). Organisational commitment, according to Edison et al. (2016), is defined as employee involvement, acceptance of existing environmental conditions, and a desire to succeed and serve. Organizational commitment, according to Ivancevich, Konopaske, and Matteson (2008: 184), is a sense of identity, engagement, and loyalty displayed by employees to the organization. The indicators of organizational commitment according to Allen and Mayer (in Agustama and Giantara, 2020) consist of three, namely: (1) Affective commitment, (2) Continuance commitment, (3) Normative commitment.

Organizational Climate

According to Luthans (2006) Organizational climate is a series of feelings related to work equipment, attitudes of organizational employees with outside the organization. Organizational climate is the environment in which employees do their jobs (Davis, 2008). Organizational climate, according to Robert Stringer (2002), is a combination of and environmental patterns that impact the genesis of motivation. The organization's Climate Indicators in this study were presented by Schnake (1983), namely: (1) Participation and rewards, (2) Structure, (3) Warmth and support, (4) Standards, (5) Responsibility.

Work Stress

According to Robbins and Coulter (2010: 16) stress is a negative reaction of people who experience excessive pressure imposed on them due to excessive demands, obstacles, or opportunities. Stress is a sensation of strain experienced by employees in dealing with work, writes Siagian (2010: 300). Handoko (2011: 200) Stress is a state of tension that affects one's emotions, intellectual processes, and physical well-being. Work stress, according to Mangkunegara (2011: 157) is a sensation of pressure experienced by employees when dealing with work. According to Cox in Utaminingtias et al. (2016) can be measured using five indicators, namely: (1) Subjective effect, (2) Behavioral effect, (3) Cognitive effect, (4) Phsiological effect, (5) Organizational effect.

Conceptual Framework

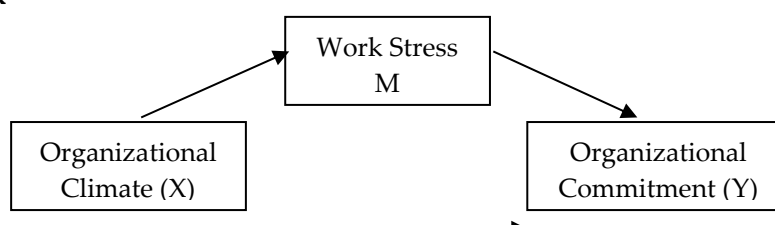


Figure 1 Conceptual Framework

Research Hypothesis

The hypotheses in this research are as follows:

- H1: Organizational climate positively and significantly affects organizational commitment
- H2: Organizational climate negatively and significantly affects work stress
- H3: Work stress has a negative and significant effect on organizational commitment

H4: Work stress mediates the relationship between the organization's climate climate and organizational commitments

METHOD

The research design used is causal research design because the research method used describes the relationship between variables, which aims to find out the causal relationship of variables. So, this study can find out the extent of the role that work stress has in influencing the organization's climate relationship to organizational commitment as a mediation at dr. Achmad Darwis Hospital. The population of 73 nurses in the hospital inpatient room dr. Achmad Darwis. Sampling technique using total sampling diman sample numbered 73 people. The data on the study was obtained by distributing questionnaires. The first data analysis technique in this study is a descriptive analysis technique that provides an empirical overview of the data collected in this study. Both use inferential analysis to analyze sample data and the results will be applied to the population. Based on hypotheses, the data analysis used in this study is the SEM-PLS (Structural equation modeling-Partial Least Square) approach.

RESULT AND DISCUSSION

Validity Test

The validity test of the construct with reflexive dimensions can be seen from the correlation between the dimensional score and the construct score. The individual dimension will be considered valid if it has a correlation value above 0,7. However, for loading 0,50 to 0,60 is still acceptable by looking at the output results of correlation between dimensions and constructs.

Table 1 Output Outer Loadings

	Organizational climate (X)	Organizational commitment (Y)	Work stress (M)
X1	0,759		
X10	0,761		
X2	0,765		
X3	0,797		
X4	0,719		
X5	0,737		
X6	0,753		
X7	0,775		
X8	0,800		
X9	0,736		
Y1		0,621	
Y2		0,722	
Y3		0,626	
Y4		0,676	
Y5		0,706	
Y6		0,715	
Y7		0,844	
Y8		0,678	
Y9		0,708	
Z1			0,794
Z10			0,723
Z11			0,739
Z12			0,759
Z14			0,806
Z15			0,774
Z2			0,831
Z4			0,777
Z5			0,674
Z6			0,703
Z7			0,700

Z8
Z9

0,717
0,742

Source: PLS 2021 data results

From the outer loading results that can be seen in Table 12, it can be concluded that the dimensions of each construct provide a high convergent validity value, because all are above 0.7.

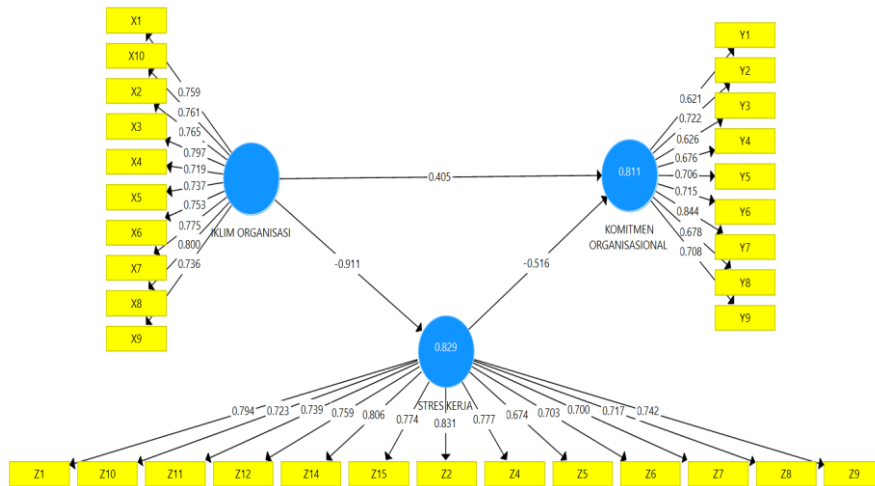


Figure 1 Outer Model Research

To assess convergent validity with another method is to compare the Square Root of Average (AVE) for each construct with the correlation between other constructs in the model. The AVE value describes the magnitude of the manifest variable or indicator contained in the construct. According to Sugiyono (2018), the use of AVE values is required in testing convergent validity. The recommended AVE value is at least 0.5 to indicate good convergent validity. Here is a table of AVE (Average Variance Extracted) values on each variable.

Table 13 Square Root of Average (AVE) Analysis Results

	AVE
Organizational climate	0,579
Organizational commitment	0,516
Work stress	0,563

Source: Primary data processed 2021

Based on table 13, it can be concluded that each construct has validity above 0.5 meaning that the construct has a good level of validity.

Reliability Test

This test is carried out by looking composite reliability value of the dimension block that measures the construct. The composite reliability result will show a satisfactory value if it is above 0,7. The following are the result of composite reliability and SmartPLS output.

Table 15 Results of Composite Reliability

	Composite Reliability
Organizational climate	0,932
Organizational commitment	0,894
Work stress	0,943

Source: Primary data processed 2021

Table 15 shows the composite reliability value for all constructs above 0.7 which indicates that all constructs on the estimated model meet the criteria or are reliable.

Structural Model (Inner Model)

Structural model testing is performed to look at the relationship between constructs, significant values and R-squares of the research model. Here are the R-square estimates using SmartPLS.

Table 2 R-square Analysis Results

	R Square
Komitmen organisasional	0,795
Stres Kerja	0,830

Source: Primary data processed 2021

Table 16 shows the R-square value of the organizational commitment variable obtained at 0.795, the results of which show 79.5% of organizational commitment variables can be affected by variables of organizational climate and work stress. As for the work stress variable obtained by 0.830, these results showed 83% of work stress variables could be affected by organizational climate variables.

Hypothesis Testing

The direct influence hypothesis test is done by looking at the t-statistic produced by the structural model (Inner model). The research hypothesis is acceptable if the t-statistic > 1.96. The direct influence hypothesis test yielded the following findings:

Table 3 Inner Model Analysis Results

	Direct influence			
	Original sample (O)	Average sample	Standard deviation	T Statistics
Organizational climate -> Organizational commitment	0,405	0,403	0,142	2,864
Organizational climate -> Work stress	-0,911	-0,912	0,017	54,381
Work stress -> Organizational commitment	-0,516	-0,519	0,133	3,889

Source: Results of SmartPLS3 processing (2021)

In PLS3 statistical testing every hypothesized relationship was performed using simulation. In this case the bootstrapping method is done against the sample. Bootstrapping testing is also intended to minimize the problem of abnormality of research data. The bootstrapping test results of pls analysis are as follows:

The results of the first hypothesis test showed that the climate variables of organizations with organizational commitments showed a calculated the t-value 2,864. This is higher than the t table value (1,96). These results suggest that the atmosphere of the organization has a significant impact on organizational commitment. The value of the coefficient of the path 0,405 implying that if organizational climate contained in dr. Achmad Darwis Hospital is good, it will have an impact on the high level of organizational commitment. Similarly, if the organizational climate owned in this hospital is low, it will have an impact on the low organizational commitment to this hospital.

The second hypothesis test revealed that the climate variable of work-stressed organizations had a computed t value of 54,381. This is higher than the t table value (1,96). These findings indicate that there is a significant relationship between the organization's climate and work stress. When the path coefficient is -0.911, it suggests that if better the organization's climate, it will have an impact on the low level of work stress, and vice versa, if the organization's climate is bad, it will have an impact on the high level of work stress.

The third hypothesis test revealed that the relationship between work stress and organizational commitment had a computed t value of 3.889. This is higher than the t table value (1.96). These results mean that work stress has a significant impact on organizational commitment. If the path coefficient is -0.516, it suggests that the level of work stress in dr. Achmad Darwis Hospital is high, then the level of organizational commitment will be lower. Conversely, if work stress is low, it will have an impact on the high level of organizational commitment.

Influence of organizational climate on organizational commitments

The results of the organization's climate frequency distribution analysis resulted in an average accumulated score of 2.96 with a respondent achievement rate (TCR) of 59.23% in a fairly low category that needed to be improved. While the results of the analysis of the frequency distribution of organizational commitments resulted in an average accumulation of scores of 2.92 with a respondent achievement rate (TCR) of 58.48%, in a fairly low category. Organizational commitment needs to be increased. So it can be concluded that the better the organizational climate can increase the commitment to dr. Achmad Darwis Hospital.

The effect of the organization's climate on work stress

The results of the organization's climate frequency distribution analysis resulted in an average accumulated score of 2.96 with a respondent achievement rate (TCR) of 59.23% in a fairly low category hence the organization's climate urgently needs to be improved. While the analysis of the frequency distribution of work stress resulted in an average accumulation of scores of 3.73 with a TCR of 74.65% in a high enough category then there needs to be a decrease. So it can be concluded that if the nurse feels a good organizational climate at dr. Achmad Darwis Hospital, it will reduce the level of work stress felt.

The effect of work stress on commitment organizational

The findings of the analysis frequency distribution of work stress resulted in an average accumulation of scores of 3.73 with a TCR of 74.65% in the category of high enough which means that work stress in dr. Achmad Darwis hospital still needs to be overcome. While the findings of the study into the frequency distribution of organizational commitments resulted in an average accumulation of scores of 2.92 with a respondent achievement rate (TCR) of 58.48%, in a fairly low category. So the organizational commitment to dr. Achmad Darwis Hospital needs to be improved. Derived from the findings of work stress study has a significant negative effect on organizational commitment. Because of the findings of the calculation, the path coefficient was found to be -0.516 with a calculation of 3.889. This is higher than the t value in the table (1.96).

The effect of the organizational climate on organizational commitments with work stress as a mediating variable

Through work stress, the organizational climate has a significant impact on organizational commitment. This is supported from the results of the t value of 3.853 which is worth greater than 1.96 which means the parameter is significant. Thus the indirect influence model of the organizational climate on significant organizational commitments through work stress.

CONCLUSSION

Based on the analysis and discussion in the previous section, it can be concluded that there is a direct and significant and positive influence between the organizational climate and organizational commitment to hospital nurse Dr. Achmad Darwis. This means that the level of organizational

climate owned or contained in dr. Achmad Darwis Hospital will have an impact and be able to increase organizational commitment to this hospital. Furthermore, there is a direct and significant and negative influence between the organizational climate and work stress on hospital nurse Dr. Achmad Darwis. This means that the level of organizational climate owned by dr. Achmad Darwis hospital is able to affect how stress levels work. Furthermore, there is a direct and significant and negative influence between work stress and organizational commitment to dr. Achmad Darwis Hospital. This indicates that the level of work stress has increased contained in dr. Achmad Darwis Hospital will have an influence on the decreased level of organizational commitment in work. Then there is the indirect and significant influence between the organizational climate on the organizational commitment of nurses through work stress at dr. Achmad Darwis Hospital.

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