

Exploring the Impact of Performance and Job Stress on Organizational Commitment in Government

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Abstract: The aim of this research is to determine the influence of organizational work performance and stress on organizational commitment in the government environment. This research was conducted at several government agencies located in the city of Surabaya, East Java. Samples were taken using a saturated sampling technique from all government agencies used as research objects, namely a total of 70 respondents. The research was conducted using quantitative methods using survey techniques in the form of questionnaires. The analysis used in this research uses the SPSS analysis tool. The research results show that organizational performance can have a significant effect on organizational commitment and work stress does not have a significant effect on organizational commitment. From the results provided, there is a possibility that the data contains bias and the cross-sectional design can limit conclusions to cause and effect. From the conclusions obtained, it is hoped that this research can provide new knowledge and benefits regarding the relationship of influence between continuous variables.

Keywords: Performance, Job Stress, Organizational Commitment, Government

1. Introduction

In its development, the success of an organization's goals is based on and influenced by several factors including culture, organizational and individual awareness, performance, individual satisfaction with the organization, and the organization's commitment to the welfare of each of its employees. This is the basis for the continuity of the organization's business processes in supporting the competitive advantage of agencies and companies. In government, an employee is known as the agency's benchmark in determining the agency's resources and credibility. This results in organizational and individual factors in government becoming key in improving the quality of government services.

Of the several factors that can influence the sustainability of the quality of government services, several factors such as organizational performance, work stress and organizational commitment are considerations in increasing the credibility of a government. These three factors have an influence in increasing the success of organizations within the government sphere.

Performance is a work result achieved by a person in carrying out the tasks assigned to him which is based on skill, experience, seriousness and time [1]. Organizational performance defines the compliance and quality of an organization with its duties and responsibilities. Work stress affects the quality of individuals in carrying out their duties and responsibilities in an organization, so this needs special attention for organizations to consider the welfare of their employees. Organizational commitment plays an important role in relation to employee welfare because the organization is a bridge between the vision and mission of the organization and its employees.

In recent years, the influence of organizational commitment and work performance attracted more attention. The study of employee performance and the organizational commitment plays essential role for the top level management [2]. The top level management should be more focuses on maintaining the employee commitment because it can be a representative of successful organization. An employee with high commitment to the organization was believed can be more productive at work [3]. Employee with high commitment can add value to the organization in terms of work determination, proactive support and quality awareness. The improvement of employee performance can not be separated from their commitment to the organization [4]. However, there is still limited literature on how work performance affecting the organizational commitment.

There is an indication that organization commitment affected by the work stress. An employee with low commitment to the organization can be affected by high stress at work. This statement was supported by previous experiment that stress work has a significant negative effect on organizational commitment [5]. Another research also reveals that the work stress has negative impact on the organizational organization [3]. These findings show that there is any literature on how the employee performance and work stress affect

organizational commitment. Furthermore, it needs further analysis to explore the influence of employee performance and work stress on organization commitment comprehensively.

This research was designed to test and analyze the influence of employee performance and work stress on organizational commitment. The phenomenon in this research highlights the special issues faced by government organizations, providing a strong foundation for understanding the dynamics of influence between variables. This research aims to provide theoretical and practical recommendations for the management of consulting and legal aid institutions to increase organizational commitment. This study proposes an analysis and verification process on how the impact of employee performance and work stress on organizational commitment. This study can provide a strong foundation for a better understanding of the effect of the variables. The purpose of this study is to give theoretical and practical recommendations to the management in a government organization to improve the organizational commitment.

2. Theory

2.1 Organizational Commitment

Organizational commitment was defined as the degree to which employees identify with the organization where they work whether they are willing to leave it or not [6]. The organization, especially the top level management needs to maintain the employee commitment to the organization. An employee with high commitment to the organization was believed can be more productive at work [3]. This statement also supported by previous study that mentioned about committed employees can add value to the organization through determination, proactive support, and quality awareness. Employee's success in improving their performance cannot be separated from increased commitment to the organization [4].

2.2 Work Performance

[7] indicates there is a relation between employee performance promotion and the commitment to the organization. In light of statistical results from previous research, there is a significant impact between organizational commitment and work performance. Besides of focus on maintaining employee commitment, improving employee performance also is an aim of each organization [2]. This statement is supported by another study result that indicates the organization's commitment was significantly related to work performance [8]. Based on previous study, improving the performance management system was believed can improve the employee satisfaction that led to their performance [9].

2.3 Job Stress

Stress is an inevitable aspect of contemporary human life that described as mental pressure, meanwhile the others considers it as a response to the threatening environmental stimuli [10]. Based on [11], stress can be categorized as eustress and distress. Eustress is a constructive stress that make an individual to improve their work. Distress is a destructive stress that cause physiological and psychological symptoms on each individual. The pressure received from the work are sources of stress related to workload and the task deadline. It can prevent the employees to achieving their goals [11]. Besides that, the presence of work-related stress was believed to impact individual commitment negatively. The work stress can triggered by role ambiguity that can lead to a lack of engagement among employees [12].

3. Method

This research uses quantitative methods to verify theories or find out more about the relationship between hypotheses, testing hypotheses, and carrying out deeper studies regarding conclusions or phenomena. The research was conducted at a legal entity using a questionnaire technique distributed to the institution. The sampling method used was the saturated sampling method due to the relatively small population, namely <100 respondents in government agencies. The instrument test used uses two tools, validity testing and reliability testing with data analysis techniques using SPSS software to see the results of descriptive analysis to test hypotheses by looking at the outer model and inner model. The conceptual framework in this research can be seen in Figure 3–1.

3.1 Employee Performance on Organizational Commitment

Performance is described as the attained outcome of actions with the skill of the employee to perform the task. A previous study uncovered the relationship between organizational commitment and employee performance [2]. Many studies found that employee commitment leads to work performance, even though it has a limited effect on performance [4]. This findings led to hypothesis as follows:

H1: The performance affects the organizational commitment

3.2 The Job Stress affects the Organizational Commitment

Previous study reveals that the job stress does not any impact on organizational commitment [13]. However, this statement is contradictive with recent studies. The higher job stress can affect the employee commitment to the organizational commitment. The study reveals that job stress had a negative impact on organizational commitment significantly. The job stress had a significant negative effect on organizational commitment. This indicates that the higher the work stress experienced by employees followed by the lower the organizational commitment [14] The latest studies from [15] and [16] revealed that organizational commitment can offset individual work stress. This indicates that there is a correlation between job stress and organizational commitment which led to hypothesis as follows:

H2: The Job Stress affects the organizational commitment.

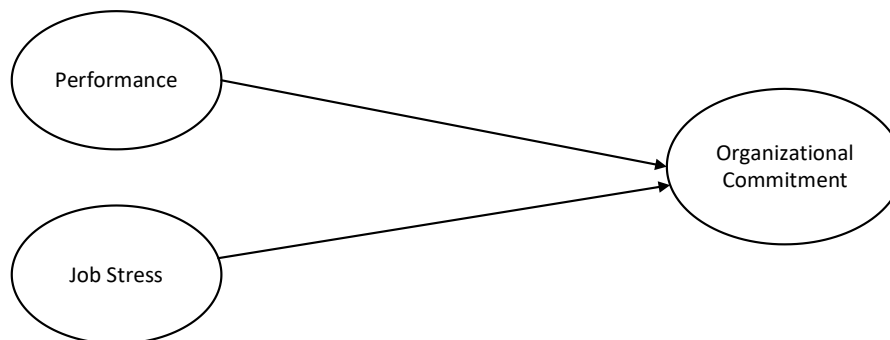


Figure 3-1. Hypothesis Model

This research uses dependent and independent variables, where the independent variable is the dependent variable where this variable is able to influence or be the cause and effect of the dependent variable. In this research, the independent variables used in this research are performance and job stress. The dependent variable is the dependent variable or usually referred to as the variable that is influenced or is the result. In this research the dependent variable used is organizational commitment. After the variables are defined, the next step is to define and describe the indicators for each variable. An explanation of each indicator will be explained in Table 3-1.

Table 3-1. The Indicator of Variable

Variable	Indicator
Performance	a) Input b) Ouput c) Outcome d) Benefit e) Impact
Job Stress	a) Workload b) Lead Attitude c) Office Hour d) Work Authorities e) Job Role
Organizational Commitment	a) Affective commitment b) Sustainability commitment c) Normatif commitment

This research uses SPSS software to test the research hypothesis by looking at the inner and outer models. Characteristics of respondents as many as 70 employees. These characteristics are divided based on gender, marital status, employee status, age level, education level and length of service. Detailed characteristics of respondents in this study are described in Table 3-2.

Table 3-2. Respondent Characteristics

Character	Total	Percentage
Gender		
1. Male	45	55.88
2. Female	25	38.25
Marriage Status		
1. Married	40	40.89
2. Single	30	33.08
Employee Status		
1. Fulltime	50	66.21
2. Contract	20	3.77
Age		
1. below 20	5	7.80
2. 21 - 30	17	20.08
3. 31 - 40	31	52.77
4. Above 40	7	18.46
Education		
1. High school	5	7.69
2. Diploma	-	-
3. Bachelor	55	85
4. Master	5	7.69
5. Doctoral	1	4.00
Experience (in years)		
1. below 3	3	4.62
2. 3 - 5	22	29.90
3. 5-10	32	40.11
4. above 5 th	8	13.45

4. Result and Discussion

After the research method is defined, the next step is to process and analyze the existing data using SPSS and define it into several stages which will be explained in the following section.

4.1 Reliability and Validity Testing

At this stage, the calculations will be carried out using analysis techniques using SPSS. The first step is to test reliability and validity. In measuring validity, the convergent validity of the outer model is measured, namely by looking at the outer loading value of each variable. Convergent validity is declared valid if the outer loading value is above 0.5.

Cross correlation is said to be valid if the loading factor value in a variable has a value greater than the correlation value of the indicator in other variables, then the indicator is declared valid. Based on cross correlation measurements, it is known that for all performance variables, work stress and organizational commitment have loading factor values that are greater than cross correlation. Thus, it can be said that each indicator is capable of measuring the latent variable that corresponds to the indicator. The test criteria state that if the composite reliability is greater than 0.7 then the construct is declared reliable. The results of the composite reliability calculation can be seen through the summary presented in **Table 4-1**.

Table 4-1 shows that the composite reliability value resulting from each variable has a value greater than 0.7. The AVE value for each variable has a value above 0.5, it can be concluded that the construct has good discriminant validity. And each variable has a Cronbach alpha value above 0.6.

Table 4-1. Composite Reliability

Construck	AVE	Cronbach Alpha	Composite Reliability
<i>Performance</i>	0.546	0.905	0.922
<i>Job Stress</i>	0.505	0.889	0.909
<i>Organization Commitment</i>	0.508	0.861	0.892

4.2 Hypothesis Analysis

In the direct effect test, there is a test criterion that states that if the t-statistics value is $\geq t$ table (1.96) and the p-value is < 0.05 , then it is stated that there is a significant influence of the exogenous variable on the endogenous variable. The results of the test can be seen in **Table 4-2** below.

Table 4-2. Direct Effect Hypothesis Testing

Eksogen	Endogen	Direct Coef.	Std Error	T Statistics	P-values	Ket.
Performance	Organization Commitment	-0.370	0.120	2.701	0.007	Significant
Job Stress	Organization Commitment	-0.157	0.102	1.511	0.164	Non significant

H1: The performance affects the organizational commitment

The influence of performance on organizational commitment produces a T statistic value of 2.701 which is greater than the T table of 1.96 and P values of 0.007 which are smaller than the significance level of 0.05. This means that work conflict influences organizational commitment. That, H1 is accepted

H2: The Job Stress affects the organizational commitment

The effect of work stress on organizational commitment produces a T statistic value of 1.511 which is smaller than the T table of 1.96 and P values of 0.164 which are greater than the significance level of 0.05. This means that work stress has no effect on organizational commitment. That, H2 is rejected

In this study, performance variables were measured based on ten (10) statement items derived from five (5) construct indicators, namely input, output, results, benefits and impact. The work stress variable is measured based on ten (10) statement items derived from five (5) construct indicators, namely workload, leader attitude, working time, work authority, and role. The motivation variable is measured based on nine (9) statement items derived from three (3) construct indicators, namely psychological direction of behavior, level of effort, and level of persistence. Meanwhile, the organizational commitment variable is measured based on nine (9) indicator statement items derived from three (3) construct dimensions, namely affective commitment, continuance commitment, and normative commitment.

Based on the results of the respondents, it can be seen that there are three factors that have an influence on performance in government agencies, namely cultural factors, awareness factors for each individual and organization, reward or remuneration factors, demand factors. These factors provide a big picture of the influence on agencies in maintaining the continuity of credibility of each existing government agency.

The results of this research show that performance in government agencies can influence organizational commitment and the characteristics of respondents can also be seen from the level of education, length of service and different working ages which can also influence organizational performance.

The work stress variable has no effect on organizational commitment. This means that organizational commitment is not influenced by work stress. In this research, it is known that most government employees feel work stress which originates from demands related to workload or personal problems outside the organization so that this can be a preview for superiors in assessing employee abilities.

The conclusion that can be concluded is that performance influences organizational commitment. This means that the higher the work conflict can influence a decrease in commitment, conversely the lower the organizational performance can influence the increase in organizational commitment.

Job stress has no effect on organizational commitment. This means that the level of work conflict does not affect organizational commitment.

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