

Effect of Job Satisfaction, Employee Empowerment and Job Stress Towards Organizational Commitment

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ABSTRACT : The purpose of this study was to determine the effect of job satisfaction, employee empowerment, and work stress on organizational commitment. This research was conducted at PT. AngkasaPura Hotel In-Flight Catering Bali. The number of samples used is as many as 61 employees using the Slovin formula. Data collection is done through interviews, observations and questionnaires. Analysis of the data used in this study is the classic assumption test and multiple linear regression. The results of this study revealed that job satisfaction has a positive effect on organizational commitment, empowerment has a positive effect on organizational commitment, and work stress has a negative effect on organizational commitment. PT. AngkasaPura In-Flight Catering Bali should pay more attention to the level of job satisfaction of its employees, develop skills owned by employees, which will give a positive to the company.

Keywords - Job Satisfaction, Employee Empowerment, Job Stress, and Organizational Commitment

I. INTRODUCTION AND LITERATURE REVIEW

Bali is one of the areas where the growth of the industry is very rapid in the development of the catering service industry in Bali at this time due to the economic growth of people in Bali which leads to the life of the metropolis, which also leads to increased goods and services needed to meet their needs. Human Resources (HR) is a major component in all organizational activities. The company is meaningless without Human Resources (HR), because in achieving the goals and success of the company, humans have a role in controlling existing elements such as capital, technology and money (Dewi & Utama, 2015)). Having high quality Human Resources (HR) is important in determining the success of the company. To achieve success and realize these goals, we need human resources who have high organizational commitment to the company.

Organizational commitment is very important for a business because it is an encouragement within the individual to do something in order to support the success of the organization with goals and prioritizes the interests of the organization. Wibowo et al. (2015) state that organizational commitment is the attitude of employees or organizational strength in binding employees to remain in the organization. Committed employees will show willingness to work hard to achieve organizational goals and have a strong desire to work and stay afloat in the institution where they work.

Employee commitment to the organization is one factor that needs to be considered by the company. Employee commitment in the company is very important because employee commitment will have a positive impact on employee attitudes and behavior in achieving company goals. Employees who are committed to the company will do their duties and obligations properly. Employees with job satisfaction have a tendency to have a commitment in the company and employees who are satisfied and have commitments are very possible in coming to the workplace. This means that the higher job satisfaction possessed by employees, so the more motivating employees also in the process of increasing organizational commitment and vice versa, the lower the job satisfaction owned by employees, so employees will not have the motivation to provide increased organizational commitment (Abuhashesh et al., 2019).

Culibrk et al. (2018) state that job satisfaction is an employee's attitude towards the task obtained. Individuals who are satisfied with their work will have a high commitment to the company and the desire to leave the company will be lower. Job satisfaction is generally a person's assessment of how satisfied employees are with the work they make according to their level of satisfaction and comparison with other employees' situations based on relative standards with work context.

Employee empowerment can also be said as an effort to involve employees to be responsible in the work process. Two aspects of empowerment consisting of a multi-dimensional / structural / organizational perspective and a psychological / cognitive perspective. Abdullah et al. (2015) state empowerment can be seen as a way to encourage individual commitment to the organization because it increases the compatibility between

work roles and confidence in the ability of individuals to do good work and encourages employees to make more efforts on behalf of the organization and participate more in decision making.

Employee empowerment is important to do because the impact of employee empowerment can make employees feel satisfied because employees contribute a lot in achieving organizational goals that lead to high organizational commitment (Diputri & Rahyuda, 2016). Empowerment puts employees accountable for what they do, thus managers learn to stop controlling and workers learn together how to be responsible for their work and make the right decisions low employee commitment can hinder the achievement of company goals. Organizational commitment is related to the emotional attachment of employees to the organization. Employee empowerment is a democratic approach where the leader encourages employees to get involved in making decisions related to the work.(Muhammad & Abdullah, 2016)

Job-related stress can lead to work-related dissatisfaction, it is evident that if people are placed in jobs that have multiple and conflicting demands in places where there is no clarity about the duties, authorities, and responsibilities of the job bearer, work stress and dissatisfaction will increase. Work stress is a characteristic of the work environment that employees feel is emotionally and physically threatening. Thus the higher the stress level of employees at work, the lower the level of satisfaction they have. Stress experienced by employees due to the environment faced will affect the performance and job satisfaction, so management needs to improve the quality of the organizational environment for employees. Job stress has a negative and significant effect on job satisfaction of nurses. The higher stress is felt, job satisfaction will be lower and vice versa if the lower the job stress is felt, then job satisfaction will be higher (Paais, 2018).

Based on pre-research with interview method at PT AngkasaPura Hotel In-Flight Catering (APHIC) Bali. There are four employees in three fields, namely the Human Resource Development (HRD) staff, Procurement-Purchasing Officer and Sales-Marketing staff, stating that the low level of job satisfaction needs to be addressed by the company, which is related to overtime wages received by employees not according to their overtime. Employees feel they have less opportunity to develop or be developed by companies about their career programs, and there are still some employees who feel that job satisfaction is financially not yet felt. In addition to low job satisfaction, employees feel less empowered because employees feel that superiors lack trust in their potential. This can be from giving responsibility to only one employee and not giving the opportunity to others to get involved and employees often experience work stress because employees often receive excessive workloads so that some work is unable to be completed on time and is often done during hours out office (overtime).

From these problems the impact on employee organizational commitment decreased so that some employees resigned because of unclear career paths obtained by employees. Employees who excel in work have never received awards, facilities and benefits from the company. In addition, there are also problems where employees at PT AngkasaPura Hotel In-Flight Catering Bali have never attended the event that was held by PT AngkasaPura Hotel In-Flight Catering Bali. There are employees of PT AngkasaPura Hotel In-Flight Catering Bali who do not follow the rules set by the company such as delays in the presence of employees, there are employees who bring mobile phones while working, remembering cell phones are one of the restrictions in the work area (kitchen) in the form of SOPs, as well as several employees who did not follow the rules in appearance considering that PT AngkasaPura Hotel Bali In-Flight Catering is a food service company and is standard with cleanliness and sanitation. The purpose of this study was to determine the effect of job satisfaction, employee empowerment, and job stress on organizational commitment. This research was conducted at PT. AngkasaPura Hotel In-Flight Catering Bali.

The theory used in this research is social exchange theory. Social exchange theory is the view of employees when they have been treated well by the organization, they will tend to behave and behave more positively towards the organization. Social exchange theory explains "social relations between employees and organizations, organizations that provide employees support and recognize the views of employees in decision making, employees will respond with commitment to the organization."(Prabawa & Supartha, 2018)

II. HYPHOTHESES DEVELOPMENT

Muhammad & Abdullah (2016), Employee empowerment is related to social exchange theory about the reciprocal relations of employees with the organization. Organizations that provide employee support and acknowledge employee views and decision making, have an impact on employees' high commitment to the organization. Time is an important thing needed by employees in doing work, employees who have limited time are required to do so much work that will make employees lose these resources and lead to negative circumstances, such as experiencing stress. High stress will make employee commitment to the organization decrease, on the contrary favorable conditions will lead to resource benefits, when employees feel there is a calm and comfortable atmosphere at work because work is not pursued by time, they will feel happy in spending the rest of their careers in the organization and will increase organizational commitment (Setiawan & Saroyini, 2017). Celik et al. (2015)said that job satisfaction has a positive and significant effect on organizational

commitment. Wibowo et al. (2015) shows the results of multiple linear regression analysis that is positively related between job satisfaction with organizational commitment. Tarigan (2015) said that job satisfaction has a positive and significant effect on organizational commitment.

H1: "Job Satisfaction has a positive effect on Organizational Commitment"

Abdullah et al. (2015) states empowerment can be seen as a way to encourage individual commitment to the organization because it increases the compatibility between work roles and confidence in the ability of individuals to do good work and encourages employees to make more efforts on behalf of the organization and participate more in decision making. Styawahyuni & Yuniari (2015) in their research stated that there was a statistically significant relationship between empowerment and employee job satisfaction. Research conducted by Fauzan (2015) shows that employee empowerment has a positive and significant influence on organizational commitment. Widayanti & Sariyathi (2016), Charbonnier-voirin (2015), Anne Kariuki & Kellen Kiambati (2017), Zaraket et al. (2018) shows that empowerment has a positive effect on organizational commitment."

H2: "Employee Empowerment has a positive effect on Organizational Commitment"

Ariawan & Sriathi (2018) which state a negative relationship between work stress and organizational commitment. This is supported by Hoboubi et al. (2017), that work stress has a negative and significant effect on organizational commitment. Lack of satisfaction can be a source of stress, while high satisfaction can alleviate the effects of stress, it means that stress and job satisfaction are interrelated. Work stress has a negative effect on organizational commitment because the higher the stress, the lower the organizational commitment (Iresa et al., 2015). Zehra et al. (2017), Baker et al. (2019), Hidayati et al. (2019), Pradifta & Subudi (2019) state that work stress has a significant negative relationship with organizational commitment

H3: "Work Stress negatively influences Organizational Commitment."

III. METHODS

The approach to be used to examine the source of the problem in this study is a quantitative approach that is associative, because this study aims to find out between two or more variables. The object of this research is "Job Satisfaction, Employee Empowerment, Job Stress and Organizational Commitment at PT. AngkasaPura Hotel In-Flight Catering (APHIC) Bali". The independent variables in this study are Satisfaction (X1) and Employee Empowerment (X2) and Job Stress (X3). The dependent variable in this study is Organizational Commitment. Respondents used in this study are 155 respondents who are all employees of PT. AngkasaPura Hotel In-Flight Catering Bali and with 61 used as samples. Data collected in this study used the questionnaire and observation method

IV. RESULTS AND DISCUSSION

Respondents aged 26-30 years were the most dominant among the others, 32 respondents or 52.2 percent. While the lowest age is respondents with age more than 35 years, 7 respondents or 11.5 percent. This is because young employees have a productive and creative workforce at work. Respondents with women dominated the most with 37 respondents or 60.7 percent. Whereas men with 24 respondents or 39.3 percent. This means that there are more female employees than male employees who work at PT. Angkasa Pura Hotel In-Flight Catering Bali. Respondents with undergraduate education dominated 23 respondents or 37.7 percent. While the fewest respondents were respondents with a high school education and diplomas with the same score of 19 respondents or 31.1 percent. This states that S1 education has the skills and expertise in their field. Respondents with the most 6 - 10 years tenure are 43 respondents or 70.5 percent. Compared with respondents with tenure of more than 10 years, the minimum is 8 respondents or 13.1 percent.

Overall job satisfaction agrees this can be seen from the overall average value of job satisfaction which is 4.09. Where 15 respondents stated neutral towards statement X1.2 "I feel that all coworkers can be invited to work well together" this shows the doubt of employees to collaborate with colleagues. Job satisfaction variables that have the lowest average is a statement X1.5 "Company provide bonuses for outstanding employees so as to cause a sense of satisfaction in me" obtained an average value of 4.02 and has the lowest average compared with other statements this shows in general the respondents assume superiors have not fully given bonuses to employees who have achievements in a job that has been charged by the company causing job satisfaction in this statement is low. Job satisfaction which has the highest average is X1.1 statement "I feel the leader always oversees the implementation of work" obtained an average of 4.21. Employees feel leaders always supervise the implementation of work so that problems in the company quickly get a solution.

Overall employee empowerment is good with an average score of 3.85. Where 8 respondents stated disagree and 16 respondents were neutral towards statement X2.3 "I have confidence in the ability that I have to do work" This shows that in general employees feel less confident when given or charged by their superiors and there are still doubts on its ability to complete work from superiors, with an average score of 3.64. The employee empowerment variable that has the highest average is X2.4 "I am given the freedom to make

decisions at work". Obtained an average score of 4.08 where superiors give the freedom to make decisions in their work.

Overall work stress average work stress score is 3.78. Where 18 respondents stated neutral and 4 respondents stated against statement X.3.1 "I was not able to complete work on time" This shows employees feel unable to finish work on time and there are still doubts about completing work on time. Work stress variable which has the lowest average is X3.2 "I feel pressured by a lot of rules in carrying out the task" obtained a score of 3.64, indicating that employees receive excessive workload so unable to complete the tasks given by superiors on time . Variable work stress that has the highest average is statement X3.3 "I feel the relationship with coworkers is not good" obtained a score of 3.93 where employees have a good working relationship between each employee working in the company.

Organizational commitment has an average score of 3.93. Where 1 respondent expressed disagreement and 23 respondents stated neutral towards statement Y.3 "I will remain in the company because of my commitment to the company" This shows employees are not fully committed to the company due to unclear career paths obtained by employees and there are still doubts to stay in the company. The variable organizational commitment that has the highest average is the statement Y.1 "I have a sense of kinship in this company" obtained an average of 4.10 where employees who have a high sense of togetherness cause employees to work productively thus creating commitment to the company

Table 1. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standard	Beta	T	Sig.
	B	d. Error	ized Coefficients			
(Constant)		7.123	1.432		4.974	.000
Organizational commitment	.249	.074	.040	.440	3.342	.001
employee empowerment	.146	.055	.040	.348	2.632	.011
work stress	-.167	.051	.040	-.298	-3.299	.002

Source: Data processed, 2019

Based on Table 1 can be made the following multiple linear regression equation:

$$Y = 7,123 + 0,249X_1 + 0,146X_2 - 0,167X_3$$

The constant (α) of 7.123 has the meaning that if job satisfaction, employee empowerment, and work stress have a constant value at zero then the value of organizational commitment will be worth 7.123. The regression coefficient of a job satisfaction variable of 0.249 is positive, meaning that if employee empowerment and work stress are worth 1 unit, organizational commitment will decrease by 0.249 assuming the other variables are constant at zero. The regression coefficient of employee empowerment variable of 0.146 is positive, meaning that if job satisfaction and job stress are worth 1 unit, organizational commitment will decrease by 0.146 assuming the other variables are constant at zero. The regression coefficient of work stress variable of 0.167 is negative, meaning that if job satisfaction and employee empowerment is worth 1 unit, organizational commitment will decrease by 0.167 assuming the other variables are constant at zero.

The simultaneous significance test results (Test F) obtained a significance value of F of 0,000. Significant value of 0,000 < 0.05 means that job satisfaction, employee empowerment, and work stress are thought to be significantly related to organizational commitment. The adjusted R2 value of 0.743 means that 74.3% change (up and down) in organizational commitment is influenced by (job satisfaction, employee empowerment, and work stress, while the remaining 25.7% is influenced by other factors outside this study.

Based on the results of the t test the effect of job satisfaction on organizational commitment obtained a significance value of 0.001 with a regression coefficient of 0.249 positive value. Significance value of 0.001 < 0.05 indicates that H1 was accepted. This result means that job satisfaction has a significant positive effect on organizational commitment. This means that if job satisfaction gets better, organizational commitment gets better, on the contrary if job satisfaction gets worse the organizational commitment will get worse too. The influence of employee empowerment on organizational commitment obtained a significance value of 0.011 with a regression coefficient of 0.146 positive value. The significance value of 0.011 < 0.05 indicates that H1 was accepted. This result means that employee empowerment has a significant positive effect on organizational commitment. This means that if employee empowerment is getting better, organizational commitment is getting better, on the contrary if employee empowerment is getting worse. The effect of work stress on organizational

commitment obtained a significance value of 0.002 with a negative regression coefficient of 0.167. The significance value of $0.002 < 0.05$ indicates that H1 was accepted. This result means that work stress has a significant negative effect on organizational commitment. This means that if work stress gets better, organizational commitment gets worse, on the contrary if work stress gets worse the organizational commitment will get better too

V. CONCLUSION

Job satisfaction has a significant positive effect on organizational commitment. This means that if job satisfaction is getting better, organizational commitment will get better too. Employee empowerment has a significant positive effect on organizational commitment. This means that the better the employee empowerment, the better organizational commitment. Job stress has a significant negative effect on organizational commitment. This means that if work stress gets better organizational commitment gets worse too. Adjust employee activities to provide comfort for employees so as to increase their desire to side with the organization and maintain membership, so that the impact on organizational commitment will increase. Adjusting employees' working hours to the rules so employees do not feel that their working hours are excessive, because they can increase employee organizational commitment. Adjusting the work for employees to fit their abilities, skills and staff requirements so that employees feel comfortable at work, this refers to the increased organizational commitment of employees.

This research was conducted only limited to the scope of PT. AngkasaPura In-flight Catering Bali so that the results of this study cannot be used in other companies in similar service sectors or companies in other sectors. The variable construction used in the simple research model. In the future, this can be overcome by increasing the construction of variables in the form of mediation and moderation variables. Factors that influence organizational commitment in this study are job satisfaction, employee empowerment and job stress, while there are many other factors that influence.

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