

American Journal of Humanities and Social Sciences Research (AJHSSR)

e-ISSN :2378-703X

Volume-5, Issue-1, pp-06-12

www.ajhssr.com

Research Paper

Open Access

ROLE OF JOB SATISFACTION MEDIATES THE EFFECT OF JOB STRESS ON ORGANIZATIONAL COMMITMENTS IN HONAI RESORT UBUD EMPLOYEES

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ABSTRACT: The purpose of this study was to determine the role of job satisfaction in mediating the effect of job stress on organizational commitment. The research was conducted at the Honai Resort Ubud. The number of samples is 34 people, with a saturated sample method. Data collection was carried out by interview and questionnaire. The data analysis technique used is the path analysis technique. Based on the research results, it shows that job stress has a negative and significant effect on organizational commitment. Job stress has a negative and significant effect on job satisfaction. Job satisfaction has a positive and significant effect on organizational commitment. Job satisfaction is able to mediate the effect of job stress on organizational commitment. The implications of this study provide an understanding that low job stress and job satisfaction can significantly increase organizational commitment, when low job stress is obtained by employees, job satisfaction is high, and job satisfaction felt by employees becomes stronger so that it has the potential to increase organizational commitment.

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

I. INTRODUCTION

Irawati& Liana (2013) define organizational commitment as a condition where an employee sides with a particular organization with its goals and maintains membership in the organization. Buhali and Meily (2013) state that employees with high commitment have good behavior, have high expectations for the organization where they work, and are more motivated to work. Organizational commitment is needed by the organization, when employees can commit to the organization they will be loyal to the organization and provide the best opportunities for the organization (Alvi et al., 2014). Every company must be able to meet the needs of employees in order to maintain its commitment. Commitment is an important thing in an employee (Auda, 2016). Iresa (2015) suggests that the changes that occur in the work environment require companies to know the weaknesses or strengths of each of their employees which are the basis for maintaining commitment and improving their performance.

There are several factors that affect organizational commitment, including job stress. Putra and Wibawa (2014) define job stress as a condition that can increase the feeling of pressure experienced by employees in dealing with job pressures, both pressure from tasks, leaders and the environment where they work. Qureshi et al. (2012) stated that there are eight indicators to measure job stress, namely pressure at work, difficulties at work, work makes individuals nervous, fatigue after work, will help health when changing jobs, weak at work, emotional at work, and unhappy at work. Job stress can make commitment low, the exaggerated effect of this stress is an increase in employee intention to leave the organization and reduced organizational performance (Ariawanand Sriathi, 2018). Employee job stress if not addressed will have an impact on employee behavior. From research conducted by Wibowo et al. (2015), Velnampy and Aravinthan (2013), Putri and Martono (2015), Saedah and Suifan (2019) it was found that job stress has a negative effect on organizational commitment. Job stress does not only affect organizational commitment, it also has a relationship with the level of employee job satisfaction (Sigh et al. 2019). If job stress is not resolved, it can reduce job satisfaction and further reduce employee commitment (Karambut and Noormijati, 2012).

Job satisfaction is an important condition that every employee must have, these humans are able to interact with their work environment, and they will work seriously so that their contribution to the achievement of company goals will increase (Kunartinah, in Nurcahyani and Dewi 2016).

Mathis and Jackson (2011: 122) state that job satisfaction is a reflection of a person's feelings about their job, when someone is satisfied with what they do, they will be more committed to their organization.

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. Therefore, employees who are satisfied and committed to their organization have a strong desire to stay in the organization. Research results from Adekola (2012), Wardhani et al., (2015), Shah et al., (2015), Hidayat (2015), Ariawan and Sriathi (2018) found that job satisfaction has a positive and significant effect on organizational commitment. Job satisfaction from studies conducted by Sepa (2013) is very capable of mediating the effect of job stress on organizational commitment.

This research was conducted at the Honai Resort Ubud which is engaged in the service sector, which is located on Jl. Sri Wedari, Tegallantang, Ubud. Honai Resort is an inn that is designed like a round or circular house. The facilities offered by Honai Resort are lodging rooms with natural views as well as facilities, a swimming pool, a café and a spa. Apart from these facilities Honai Resort also offers yoga classes that can be followed by visitors. Based on the results of interviews with Human Resource Development Honai Resort Ubud, it was found that there were several problems in the organizational commitment of employees. The problem in organizational commitment experienced by Honai Resort Ubud is that there is an undisciplined employee while working and there are employees who resign or stop working.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Research results from Wibowo et al. (2015) stated that job stress has a negative and significant effect on organizational commitment. Velnampy and Aravinthan (2013) in their research stated that there was a negative relationship between job stress and organizational commitment. Putri and Martono (2015) argue that job stress has a negative relationship with organizational commitment, employees who have stress can affect employee commitment where the higher the employee stress level, the lower the organizational commitment. Research conducted by Saedah and Suifan (2019) shows that job stress has a negative and significant relationship that affects organizational commitment.

H1: Job stress has a negative and significant effect on organizational commitment.

Liu et al., (2019) said that job stress has a significant and negative effect on employee job satisfaction. Afrizal et al., (2014) show that job stress has a negative and significant effect on job satisfaction. (Sepa et al., 2013) in their research found that job stress has a significant negative effect on job satisfaction, meaning that when employee job stress is high, job satisfaction will decrease. According to Li Li (2014) that job stress has a negative effect on job satisfaction, due to factors such as career development, wage stress and rewards. Fadhilah (2014) in her research that job stress has a negative effect on job satisfaction in employees.

H2: Job stress has a negative and significant effect on job satisfaction.

The results of research conducted by Wardhani et al., (2015) state that job satisfaction has a significant effect on organizational commitment. Shah et al. (2014) stated that there is a positive and significant influence among job satisfaction on employee organizational commitment. Adekola (2012) states that there is a significant positive relationship between job satisfaction and organizational commitment. Research conducted by Hidayat (2018) states that job satisfaction has a positive effect on organizational commitment, that the higher job satisfaction, the higher the organizational commitment. Ariawan and Sriathi (2018) also show that job satisfaction has a positive and significant effect on organizational commitment. This means that higher job satisfaction will have an impact on the higher organizational commitment.

H3: Job satisfaction has a positive and significant effect on organizational commitment.

The results of research by Irwanto et al. (2016) stated that there is a strong relationship with job stress on organizational commitment, employees who have high stress levels will have implications for low organizational commitment. Yousef (2015) states that there is a significant relationship between job satisfaction and organizational commitment which can also strengthen the effect of job stress on organizational commitment. Dhania, (2015) states that job stress has a significant effect on job satisfaction, the higher the job stress is felt, the lower job satisfaction is. According to Sepa (2013) that job satisfaction is able to mediate the effect of job stress on organizational commitment, the lower the job stress felt by employees, it can increase job satisfaction and can increase commitment to the organization where employees work and vice versa.

H4: Job satisfaction significantly mediates the effect of job stress on organizational commitment.

III. METHODS

The research location was conducted at Honai Resort Ubud, which is located at Jl. Sri Wedari, Tegallantang, Ubud, Bali. This place was chosen because it found problems related to organizational commitment, job stress and job satisfaction.

The population in this study were all employees at Honai Resort Ubud, amounting to 34 employees. In this study, the sample used was 34 population. So the saturated sample is used in this study because the entire population is used as the research sample.

The data analysis technique used in this study is path analysis.

Sub-structural Equations 1

$$M = \beta_2 X + e_1 \quad (1)$$

Sub-structural Equation 2

$$Y = \beta_1 X + \beta_3 M + e_2 \quad (2)$$

Information :

Y = organizational commitment

X = job stress

M = job satisfaction

$\beta_1 \beta_2 \beta_3$ = variable regression coefficient

e_1 (error 1) = arrow e_1 which shows the number of job satisfaction variants that are not explained by job stress.

IV. RESULTS AND DISCUSSION

Path Analysis Results

In this study, path analysis techniques are used to see the effect of the causal relationship of each exogenous variable consisting of job stress on endogenous variables consisting of job satisfaction and organizational commitment. This study also examines the role of the mediating variable, namely job satisfaction in mediating the relationship between the variable job stress and organizational commitment.

Path Coefficient Calculation

The Effect of Job Stress on Job Satisfaction

In this study, the effect of job stress on job satisfaction was calculated through the SPSS 21.0 for windows program. The following shows the results of the calculation of the first structure in Table 1.

Table 1. Result of Path Analysis in Structure 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.296	0.468		11.309	0.000
Job Stress	-0.837	0.138	-0.731	-6.067	0.000
R ² : 0,535					

Primary Data, 2020

Based on the results of the path analysis in Table 1, the structural equation that is formed can be formulated as follows:

$$M = -0,731 X$$

Job stress variable has a coefficient of -0.731 means that job stress has a negative effect on job satisfaction, this means that if job stress increases, job satisfaction will decrease by 0.731.

The Effect of Job Stress and Job Satisfaction on Organizational Commitment

In this study, the effect of job stress and job satisfaction on organizational commitment was calculated through the SPSS 21.0 for windows program. The following shows the results of the calculation of the second structure in Table 2.

Table 2. Result of Path Analysis on Structure 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.487	0.961		2.589	0.015
Job stress	-0.341	0.162	-0.358	-2.104	0.044
Job satisfaction	0.505	0.186	0.462	2.721	0.011
R ² : 0.584					

Primary Data, 2020

Based on the results of the path analysis in Table 2, the structural equation that is formed can be formulated as follows.

$$Y = -0.358X + 0.462M$$

The job stress variable has a coefficient of -0.358 means that job stress has a negative effect on organizational commitment, this means that if job stress increases, organizational commitment will decrease by 0.358.

The job satisfaction variable has a coefficient of 0.462, meaning that job satisfaction has a positive effect on organizational commitment, this means that if job satisfaction increases, organizational commitment will increase by 0.462.

Determination (R²)

In this test, we will see the value of each coefficient of determination for structure 1 and structure 2 and the value of each error variable in each structure with the aim of compiling the final path diagram model. Following are the results of the calculation of the error variable values for each structure.

$$e_i = \sqrt{1 - R_i^2}$$

$$e_1 = \sqrt{1 - R_1^2} = \sqrt{1 - 0,535} = 0,682$$

$$e_2 = \sqrt{1 - R_2^2} = \sqrt{1 - 0,584} = 0,645$$

In calculating the effect of error (e), the results for the effect of structural error 1 (e1) are 0.682 and the effect of structural error 2 (e2) is 0.645. Furthermore, the total coefficient of determination will be calculated as follows:

$$R^2_m = 1 - (e_1)^2 (e_2)^2$$

$$= 1 - (0,682)^2 (0,645)^2$$

$$= 1 - (0,465) (0,416)$$

$$= 1 - 0,193 = 0,807$$

In calculating the total coefficient of determination is 0.807, the conclusion is that 80.7 percent of the organizational commitment variable for Honai Resort Ubud employees is influenced by job stress and job satisfaction, while the remaining 19.3 percent is influenced by other factors not included in the research model or outside the research model.

Table 3. Direct Effect, Indirect Effect of Job Stress (X), on Job Satisfaction (M) and Organizational Commitment (Y)

Variable Effect	Direct	Indirect	Total
X→Y	-0,358	-0,338	-0,796
X→M	-0,731		-0,731
M→Y	0,462		0,462

Primary Data, 2020

In Table 3, the summary results of the value of each direct and indirect effect between variables and the error value in each structural equation are generated through the path analysis technique. The following will describe the meanings of the values in Table 3.

- The effect of job stress on organizational commitment
In research conducted on employees of the Honai Resort Ubud on the effect of job stress on organizational commitment, the results of job stress have a direct influence on organizational commitment of -0.358
- The effect of job stress on job satisfaction
In a study conducted on the Employees of the Honai Resort Ubud regarding the effect of job stress on job satisfaction, it was found that job stress has a direct effect on job satisfaction of -0.731.
- The effect of job satisfaction on organizational commitment
In research conducted on employees of the Honai Resort Ubud on the effect of job satisfaction on organizational commitment, it was found that the results of job satisfaction had a direct influence on organizational commitment of 0.462.
- The role of job satisfaction in mediating the effect of job stress on organizational commitment
In research conducted on employees of the Honai Resort Ubud on the role of job satisfaction in mediating the effect of job stress on organizational commitment, the results show that job stress has a direct and indirect effect through job satisfaction on organizational commitment with coefficient values of -0.358 and respectively -0.338, so the total effect magnitude is -0.796.

Sobel test

The sobel test is an analytical tool to test the significance of the indirect relationship between the independent variable and the dependent variable which is mediated by the mediator variable. The Sobel test is formulated by the following equation and can be calculated using the Microsoft Excel 2010 application. If the Z calculation value is greater than 1.96 (with a confidence level of 95 percent), then the mediator variable is considered to significantly mediate the relationship between the dependent variable and the independent variable.

$$Z = \frac{ab}{\sqrt{b^2 S_a^2 + a^2 S_b^2 + S_a^2 S_b^2}} \dots \dots \dots (1)$$

Information:

- a = 0,731
- S_a = 0,138
- b = 0,462
- S_b = 0,186

Sumber: Baron and Kenny (1986)

$$Z = \frac{0,731 \cdot 0,462}{\sqrt{(0,462^2 \cdot 0,138^2) + (0,731^2 \cdot 0,186^2) + (0,138^2 \cdot 0,186^2)}}$$

$$Z = \frac{0,338}{0,152}$$

$$Z = 2,217$$

Based on the results of the Sobel test, it shows that the tabulation results are $Z = 2,217 > 1.96$, which means that the job stress variable has a negative and significant effect on organizational commitment to the employees of the Honai Resort Ubud by mediating job satisfaction, so that job satisfaction is the mediating variable of the effect of job stress on organizational commitment. at the Honai Resort Ubud employees. So that the fourth hypothesis is accepted.

V. DISCUSSION

The Effect of job stress on organizational commitment

Based on the results in Table 2, job stress has a Beta value of -0.358 and a Sig value. amounting to 0.044, it can be said that H1 is accepted because of the Sig. $0.044 < 0.05$. So it can be said that job stress has a negative and significant effect on organizational commitment, in other words, the increasing job stress, the organizational commitment of Honai Resort Ubud employees will decrease. So that the first hypothesis is accepted.

The results of the hypothesis in this study indicate that job stress has a negative and significant effect on organizational commitment, in other words, the increasing job stress, the organizational commitment of the employees of the Honai Resort Ubud will increase. So that the first hypothesis is accepted. This is in line with the results of research conducted by Wibowo et al. (2015) stated that job stress has a negative and significant effect on organizational commitment. Velnampy and Aravinthan (2013) in their research stated that there was a negative relationship between job stress and organizational commitment. Putri and Martono (2015) argue that job stress has a negative relationship with organizational commitment, employees who have stress can affect employee commitment where the higher the employee stress level, the lower the organizational commitment. Research conducted by Saedah and Suifan (2019) shows that job stress has a negative and significant relationship that affects organizational commitment.

The Effect of Job Stress on Job Satisfaction

Based on the results in Table 1, job stress has a Beta value of -0.731 and a Sig. amounting to 0,000, it can be said that H1 is accepted because of the Sig. $0.000 < 0.05$. So it can be said that job stress has a negative and significant effect on job satisfaction, in other words, the increasing job stress on Honai Resort Ubud employees, the lower the job satisfaction of Honai Resort Ubud employees. So that the second hypothesis is accepted.

The results of the hypothesis in this study indicate that job stress has a negative and significant effect on job satisfaction, in other words, the increasing job stress on Honai Resort Ubud employees, the higher the level of job satisfaction for Honai Resort Ubud employees. So that the second hypothesis is accepted. This is in line with the results of research conducted by Liu et al., (2019) which states that job stress has a significant and negative effect on employee job satisfaction. Afrizal et al., (2014) show that job stress has a negative and significant effect on job satisfaction. (Sepa et al., 2013) in their research found that job stress has a significant negative effect on job satisfaction, meaning that when employee job stress is high, job satisfaction will decrease. According to Li Li (2014) that job stress has a negative effect on job satisfaction, due to factors such as career development, wage stress and rewards. Fadhillah (2014) in her research that job stress has a negative effect on job satisfaction in employees.

The Effect of Satisfaction on Organizational Commitment

Based on the results in Table 2, job satisfaction has a Beta value of 0.462 and a Sig. of 0.011, it can be said that H1 is accepted because the Sig. $0.011 < 0.05$. So it can be said that job satisfaction has a positive and significant effect on organizational commitment, in other words, if job satisfaction increases, the organizational commitment of Honai Resort Ubud employees will increase. So that the third hypothesis is accepted.

The results of the hypothesis in this study indicate that job satisfaction has a positive and significant effect on organizational commitment, in other words if job satisfaction increases, the organizational commitment of the employees of the Honai Resort Ubud will increase. So that the third hypothesis is accepted. The results of this study are consistent with research conducted by Wardhani et al., (2015) which states that job satisfaction has a significant effect on organizational commitment. Shah et al. (2014) stated that there is a positive and significant influence among job satisfaction on employee organizational commitment. Adekola (2012) states that there is a significant positive relationship between job satisfaction and organizational commitment. Research conducted by Hidayat (2018) states that job satisfaction has a positive effect on organizational commitment, that the higher

job satisfaction, the higher the organizational commitment. Ariawan and Sriathi (2018) also show that job satisfaction has a positive and significant effect on organizational commitment. This means that higher job satisfaction will have an impact on the higher organizational commitment.

The Role of Job Satisfaction Mediates the Effect of Job Stress on Organizational Commitment

Based on the results of the Sobel test, it shows that the tabulation results are $Z = 2,217 > 1.96$, which means that the job stress variable has a negative and significant effect on organizational commitment to the employees of the Honai Resort Ubud by mediating job satisfaction, so that job satisfaction is the mediating variable of the effect of job stress on organizational commitment. at the Honai Resort Ubud employees. So that the fourth hypothesis is accepted.

The results of the hypothesis in this study indicate that job stress has a negative and significant effect on organizational commitment to Honai Resort Ubud employees by mediating job satisfaction, so that job satisfaction is a mediating variable for the effect of job stress on organizational commitment on employees of Honai Resort Ubud. So that the fourth hypothesis is accepted. The results of this study are in line with the results of research conducted by Irwanto et al. (2016) stated that there is a strong relationship with job stress on organizational commitment, employees who have high stress levels will have implications for low organizational commitment. Yousef (2015) states that there is a significant relationship between job satisfaction and organizational commitment which can also strengthen the effect of job stress on organizational commitment. Dhania, (2015) states that job stress has a significant effect on job satisfaction, the higher the job stress is felt, the lower job satisfaction is According to Sepa (2013) that job satisfaction is able to mediate the effect of job stress on organizational commitment, the lower the job stress felt by employees, it can increase job satisfaction and can increase commitment to the organization where employees work and vice versa.

VI. CONCLUSION

Based on the results of this research, it can be seen that this research supports several existing theories. The results of this study provide evidence on the development of organizational behavior science and human resources, especially regarding job stress, job satisfaction and organizational commitment. Theoretically this research also provides an understanding that low job stress and job satisfaction can actually increase organizational commitment, when low job stress is obtained by employees it can increase job satisfaction, the job satisfaction felt by employees becomes stronger so that it has the potential to increase organizational commitment. .

Based on the research results, it was found that job stress, organizational commitment and job satisfaction were interrelated. So that the practical implications of this research are that it can be one of the considerations of Honai Resort Ubud in making decisions related to employees. In addition, this research can also be used as a reference for other researchers who want to examine job stress, job satisfaction and organizational commitment.

For further research, it is expected to be able to add variables that can affect organizational commitment, and be able to expand the scope of research that is not only limited to Honai Resort Ubud employees, or can also change the research location which is not only focused on a research location, thus providing a more views and can be implemented in general.

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