

Research Article

Mediated Effect of Organizational Commitment on the Relationship between Job Stress and Perceived Institutional Support on Employee Performance

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Abstract: The purpose of this study is to determine and analyze the effects of job stress and institutional support on employee commitment and their impacts on employee performance at the Regional Secretariat of Aceh Province, Indonesia. To gather the data, questionnaires were distributed to all staff of the secretariat and analyzed using the Structural Equation Modeling (SEM) technique. The study documented that job stress and institutional support significantly and directly affected employee commitment and employee performance. In addition, the study also recorded that employee commitment mediated significantly the effects of job stress and institutional support on employee performance at the Regional Secretariat of Aceh Province, Indonesia. This empirical evidences suggested that to further improve employee performance; the human resource management of the secretariat should focus on enhancing employee commitment by managing job stress and promoting institutional support.

Keywords: Job stress, Institutional support, Employee commitment, Employee performance.

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INTRODUCTION

High-performing human resources in carrying their official duties contribute a lot to the progress and realization of the vision and mission of an organization. The provincial government of Aceh, Indonesia comprises of auxiliary elements of the Governor and the Legislative Assembly that have the authority to carry out Aceh's administrative affairs, based on the *Qanun* (Law) No. 13 of 2016 concerning the Composition and Application Composition, consisting of the Governor, Deputy Governor, as a command to the Regional Secretary. The Regional Secretariat has a role as an advisor to the expert staff as well as a command to the Government Assistant and Aceh Specialties called Assistant I, the Economic and Development Assistant is called Assistant II, and the General Administrative Assistant is called Assistant III. Legislative Assembly Secretariat, Aceh Inspectorate, Aceh Government Service, Aceh Government Agency, Service Technical Implementation Unit, and Agency Technical Implementation Unit (Aceh's Governor Regulation, 2016).

In order to provide a high quality of public services in accordance with the expectations of the

community, it is necessary for the Aceh Regional Secretariat to have employees to perform their duties and functions optimally. The existing phenomena show that there are still employees who lack obedience to obligations or lack of productivity in their work even though the agency has sanctioned them. The quality of work in fulfilling the objectives of the secretariat has not been able to provide services in meeting the target of completion on time set by the secretariat, lack of quantity that they must work on so that discipline in work is reduced, where employees can feel a lack of integrity so employees are less committed to work.

In terms of employee commitment, the employees work for institutions is the need to support their families and their inner desires so that they are educated to have trust in work and have the willingness to obey the rules of the institution to achieve maximum work. Judging from work stress, it was found that the ambiguity of employees regarding the excessive role of their work made them more productive in their work and motivated to achieve maximum performance targets if role conflict was conditioned then interpersonal demands could be maximized in work.

Furthermore, in terms of institutional support, where agencies do not care about the working conditions of employees, where they need welfare in working in order to support their performance, employees need awards and they must participate in professional leadership training to gain development in a career to promote better institutions. These show that the secretariat at the time of the work are still relatively many obstacles and problems, especially in performance, employee commitment, agency support, and work stress, all of these will affect the public services. All of this is a problem faced by leaders and subordinates in the Aceh Regional Secretariat in improving performance.

Finally, as the above-delineation, it concludes that work stress is a reaction that comes from individuals and interacts within the agency so that it can be seen as the individual's identity while carrying out communication with coworkers. Employees must work based on performance to achieve good institutions, where commitment is needed to achieve performance, and employees must be able to manage stress as little as possible and need agency support so that everything is achieved well and can advance existing institutions.

Based on these phenomena, this study intends to empirically determine and analyze the effects of job stress and institutional support on employee commitment and their impacts on employee performance at the Regional Secretariat of Aceh Province, Indonesia. The findings of this study are hoped to offer a constructive suggestion for promoting employee commitment and performance within the public organization.

The rest of this study proceeds to review selected relevant literature in Section 2, followed by providing the empirical framework and data used in the study. Section 4 discusses the findings and their implications, and finally, Section 5 concludes the paper.

LITERATURE REVIEW

Employee Performance

Performance leads to employee performance and is measured according to the criteria and standards set by the agency. Achieving employee performance can manage high resources in order to obtain optimal organizational performance (Safitri *et al.*, 2012). Meanwhile, according to Robbins (2017), performance is the quantity delivery and quality by individuals in carrying out work after the main function assignment and the responsibilities that have been provided for each individual. It is the acquisition of individual task results over time brackets adjusted to many possibilities, such as targets. Standards, targets set before and agreed upon by others. Dessler (2015) almost everything in the performance measurement considers things such as cooperation, discipline commitment, integrity, service orientation, time

determination, quality, and quantity.

Employee Commitment

Commitment influences the workings of employees and has a very large influence on employee performance against agencies. Therefore, employees have an important role, especially towards fellow work teams and this is to achieve the agency's vision, mission and objectives (Majid *et al.*, 2016). According to McShane and Von Glinow (2009), this is a fairly high influence, where employees can identify to demand and are very motivating in doing so, even when motivation itself is no longer present. Individuals can have active feelings for themselves with agencies so that they have the same goal, in this case measuring employee commitment, namely desire, trust, and willingness.

Job Stress

Robbins (2017) defines work stress as a condition found on one or several factors so that it can disrupt behavioral and physiological conditions when interacting. This stress will arise if you have the ability between employee inequalities of work duties in the environment with its fulfillment. Job stress is conceptualized through the aspects seen, is stress as a stimulus-response, stress as a stimulus and response. Stress as a stimulus is an approach taken to burden the environment (Muttaqillah, 2015). A stimulus that can be seen from the point of view of stress is the strength of employees in pressing conditions in providing responses to stressors. This approach sees stress as a consequence that comes from the relationship of individual responses to environmental stimulation. Job Stress is commonly measures based on interpersonal demands, excessive role, role conflict, and ambiguity role of institutional (Robbins, 2017).

Institutional Support

According to Hutchinson (2011), institutional support can be known as an organizational commitment to individuals. Where when interacting with employees, it is known as the institutional commitment from employees to agencies; therefore agency support has the opposite meaning, is the employee's commitment to the agency. It can be seen where agency support is how agencies give awards and contribute to employees and agency progress (valuation of employees. contributions) and agency attention to their lives (care about employees' well-being) (Wani *et al.*, 2018).

Selected Previous Studies

Previous studies have investigated the effect of job stress and institutional support on employee commitment and performance. For example, Nica (2016) documented a significant effect of perceived organizational support on organizational commitment and employee performance. Meanwhile, Chen and (2003) investigated the relationship between the three components of commitment and employee performance in China and documented their significant effects on

employee performance.

In a similar vein, Shore and Wayne (1993) explored the commitment and employee behavior, a comparison of affective commitment and continuance commitment with perceived organizational support. They found that these variables are connected, where organizational support contributed to the improvement of employee commitment. Chen et al. (2006), on the other hand, explored the roles of organization communication, job stress, organizational commitment to the job performance of accounting professionals in Taiwan and America. They documented evidence of significant positive roles of organization communication, job stress, and organizational commitment to job performance.

Furthermore, Nart and Batur (2014) assessed the relationship between work-family conflict, job stress, organizational commitment and job performance among the Turkish primary teachers and found that work-family conflict and job stress affected negatively organizational commitment and performance. Their findings, to some extent, similar to the study by Siu (2003) who found the negative effect of job stress on

organizational commitment and job performance among employees in Hong Kong. However, the effect of job stress on job performance has been in controversy, some found a positive effect, while many studies found otherwise (Jamal, 1984). In another study, Jamal (2011) investigated the effect of job stress, job performance and organizational commitment in a multinational company. The study found significant mixed effects of job stress on job performance and organizational commitment.

Finally, Kang (2013) explored the mediating effects of empowerment, job stress, and organizational commitment in relation-oriented nursing organization culture and turnover intention of clinical nurses in Korea. The study found that empowerment, job stress, and organizational commitment have mediating effects on the turnover intention of clinical nurses. Nazir and Islam (2017) found the significant effect of organizational commitment on employee performance through employee engagement.

Based on the above-reviewed previous studies, the present study proposed the following research model to be estimated.

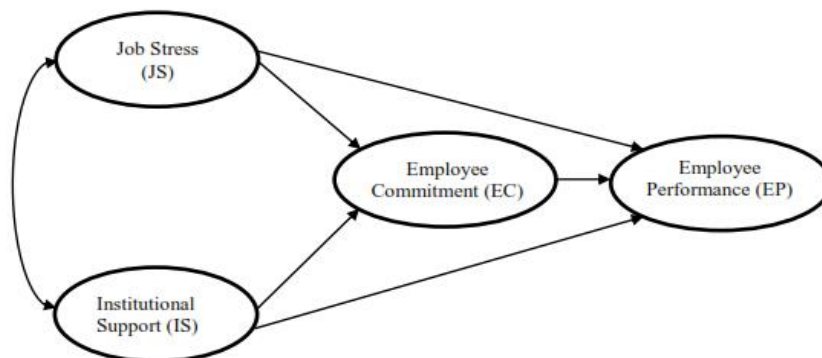


Figure 1. The Proposed Research Model

Referring to the proposed research model illustrated in Figure 1, the study intends to examine the following proposed hypotheses.

- H₁: Job stress affects employee commitment.
- H₂: Institutional support affects employee commitment.
- H₂: Employee commitment affects employee performance.
- H₃: Job stress affects employee performance.
- H₄: Institutional support affects employee performance.
- H₅: Job stress affects employee performance via employee commitment.
- H₆: Institutional support affects employee performance via employee commitment.

RESEARCH METHODS

In obtaining accurate and appropriate research data needed to complete this study, a series of studies were conducted directly at the Regional Secretariat of Aceh Province Indonesia. All employees at the secretariat were investigated as the respondents of the study. This study focuses on the objects of work stress, secretariat support for employee commitment and employee performance. All these variables - job

stress and institutional support as the exogenous variables, employee commitment as the mediating variable, and employee performance as the endogenous variable – are measured using indicators or relevant previous studies, as discussed in the literature review section. In this study, the investigated variables were measured using the Likert scale of 1 to 5 and based on indicators proposed by previous studies.

In this study, the data analysis is done through the use of Structural Equation Modeling (SEM) and analyzed by the AMOS-SEM software. SEM is also called a structural equation model, which is a statistical technique and allows researchers to test a range of relationships that are very complicated but can be tested simultaneously (Ferdinand, 2006). SEM can combine latent variables into analysis. Latent variables are children of variables or also called the concept of preprocessing the observed variables that are measured and can be obtained through respondents with the method manifest variable or often called data collection (Ghozali, 2014).

To empirically assess the direct effects of job stress and institutional support on employee commitment and employee performances; and the mediated effects of employee commitment on the influences of job stress and institutional support on the employee performance, as illustrated in Figure 1, the following Structural Equation Modeling (SEM) equations will be estimated:

$$EC = \gamma_{11}JS + \gamma_{12}IS + \zeta_1 \text{-----(1)}$$

$$EP = \gamma_{21}JS + \gamma_{22}IS + \gamma_{23}EC + \zeta_2 \text{-----(2)}$$

Where *EC* is the employee commitment, *JS* is the job stress, *IS* is the institutional support, *EP* is the employee performance, γ_{ii} are the estimated loading factors for each variable, and ζ_i are the structured error terms.

The tests of the instrument, comprising validity and reliability will be performed first, followed by the tests of goodness of fit indices to ensure the suitability of the estimated models before the findings of the above-estimated SEM are provided and discussed.

FINDINGS AND DISCUSSION

Prior to the testing the direct effects of job stress and institutional support on employee commitment and employee performances as well as the mediated effects of employee commitment on the influences of job stress and institutional support on the

employee performance at the Regional Secretariat of Aceh Province, Indonesia, the instrument tests of validity and reliability tests were performed first to determine the precision and consistency of the indicators that measure the variables. The study documented that all indicators were valid and reliable as indicated by the critical value of the product-moment correlation and the values of Cronbach Alpha of greater than 0.50 (Malhotra et al., 2006). These show that all indicators could be used to measure variables.

In the next step, the study presents the goodness of fit indices of the estimated SEM to ensure the goodness of the proposed model. The study found that all the goodness of fit indices comprising X²-Chi-Square Statistics, Root Mean Square Error of Approximation (RMSEA), Goodness of Fit Index (GFI), Augmented Goodness of Fit Index (AGFI), Tucker-Lewis Index (TLI), and Comparative Fit Index (CFI) were a better fit. The estimated value of the goodness of fit indices was above the cut-off value, indicating that the overall estimated SEM models are better fit to measure the interrelationships between investigated variables, as highlighted in the provide the six-proposed hypotheses.

The Direct Effects of Job Stress and Institutional Support on Employee Commitment and Performance

In this sub-section, the findings from the SEM on the direct effects of job stress and institutional support on employee commitment and the performance of employees at the Regional Secretariat of Aceh is reported. As shown in Table 2, the effect of job stress on the commitment of employees is found to be positive and significant at the 1% level with the estimated value of 0.522. This finding shows that as an increase by one unit of the job stress, it has led an increase of 0.522 units on the Likert scale. The controllable level of stress of the employees at the secretariat has caused them to work harder, as indicated by an increase in their level of commitment

Table1. The Direct Effects

Hypothesis	Estimate	P-value
H ₁ : Job stress affects employee commitment	0.522 ^{***}	0.000
H ₂ : Institutional support affects employee commitment	0.830 ^{***}	0.000
H ₂ : Employee commitment affects employee performance	0.465 ^{***}	0.000
H ₃ : Job stress affects employee performance	0.212 ^{***}	0.000
H ₄ : Institutional support affects employee performance	0.218 ^{***}	0.000

Note: ^{***} indicates a 1% level of significance, and CR is a critical ratio value.

Similarly, the study also found a positive and significant effect of job stress on employee performance at the Aceh Regional secretariat at the 1% level with the estimated value of 0.212. Specifically, this indicates that as the job stress increased by one unit, the employee performance increased by 0.212 units at the Likert scale. The manageable level of stress of the

employees at the secretariat has caused them to work harder, as indicated by an increase in their level of performance. As compared to employee commitment, the study found that the effect of job stress on employee performance was smaller.

Next, the study also found a positive significant effect of institutional support on the commitment of employees in the Aceh Regional secretariat at the 1% level with the estimated value of 0.830. Particularly, this finding signifies as the institutional support increased by one unit, the employee commitment increased by 0.830 units at the Likert scale. The support of the organization to its employees in accomplishing official assigned tasks and duties has caused the commitment of employees to be enhanced.

Table 1 also shows that the institutional support was found to significantly and positively affect the employee performance in the secretariat at the 1% level with the estimated value of 0.218. Particularly, this finding signifies as the institutional support increased by one unit, the employee performance increased by 0.218 units at the Likert scale. The support of the organization to its employees in accomplishing official assigned tasks and duties has caused the enhancement of their performances. As compared to employee commitment, the study found that the effect of institutional support on employee performance was slightly greater.

Finally, Table 1 also shows that the employee commitment significantly and positively affected the employee performance in the secretariat at the 1% level with the estimated value of 0.465. This finding shows that as the employee commitment increased by one unit, the employee performance increased by 0.465 units at the Likert scale. The commitment of employees to accomplish their official assigned tasks and duties has caused their performances to increase. Overall, our study showed the importance of job stress and institutional support to enhance both the commitment

and performance of the employees.

Our findings are in harmony with previous studies. For example, Nica (2016) documented a significant effect of organizational support on organizational commitment and employee performance. Chen and Francesco (2003) and Wani et al. (2019) documented significant effects of organizational support on employee performance. Shore and Wayne (1993) and Chen et al. (2006) found that organizational support contributed to the improvement of employee commitment. Jamal (2011), Sari et al. (2019), and Khairiah et al. (2019) found a significant effect of job stress on job performance and organizational commitment. Finally, Nazir and Islam (2017), Marlina et al. (2018), Hariyonyoto et al. (2019) found the significant effect of organizational commitment on employee performance.

The Mediated Effect of Employee Commitment on the Influences of Job Stress and Institutional Support on Employee Performance

Table 2, in turn, reports the findings of the SEM estimates on the mediated effects of employee commitment on the influences of job stress and institutional support on employee performance using the Sobel test based on the Baron and Keney's (1986) framework. As illustrated in Table 2, employee commitment is found to have a significant positive mediated effect on the influence of job stress on employee performance with the estimated coefficient of 0.257 at the 1% level of significance. This finding implies that to enhance employee performance, the emphasis should be given on improving employee commitment by managing the level of employees' job stress.

Table2. The Indirect Effects

Hypothesis	Estimate	P-value
H ₅ : Job stress affects employee performance via employee commitment	(0.522 x 0.465) = 0.257***	0.000
H ₆ : Institutional support affects employee performance via employee commitment	(0.830 x 0.465) = 0.386***	0.000

Note: *** indicates a 1% level of significance, and CR is a critical ratio value.

Table 3 also shows that employee commitment is found to have a significant positive mediated effect on the influence of institutional support on employee performance with the estimated coefficient of 0.386 at the 1% level of significance. This finding implies that to enhance employee performance, the emphasis should be given on improving employee commitment by enhancing institutional support for employees to accomplish their official assigned tasks and duties that have caused the enhancement of their performances.

Since the direct effects of job stress and institutional support on employee performance are found to be significant; and the mediated effects of

employee competency on the influences of job stress and institutional support on employee performance, thus the variable of employee commitment is found to act at the partially mediated variable. Overall, our findings implied that any efforts aimed to promote the performance of employees; it should be focused on improving employee commitment on the basis of managing job stress and increasing institutional support.

CONCLUSION

This study empirically measured and analyzed the effects of job stress and institutional support on employee commitment and their impacts on employee performance at the Regional Secretariat of Aceh

Province, Indonesia. Based on the Structural Equation Modeling (SEM) technique, the study documented that job stress and institutional support significantly and directly affected employee commitment and employee performance. The study also recorded that employee commitment mediated significantly the effects of job stress and institutional support on employee performance at the Regional Secretariat of Aceh Province, Indonesia.

Overall, our study suggested that to further improve employee performance; the human resource management of the secretariat should focus on enhancing employee commitment by managing job stress and promoting institutional support. The human resources manager needs to plan how much work stress is experienced by employees according to their work, thus in carrying out their work; they would be responsible for their work and not negligent. Therefore, it is recommended to the leadership of the secretariat to design a policy so that employees feel comfortable in working without the need for work stress and no lack of support from institution and leaders should also think of aspects that employee commitment by assigning proper workload which leads to increased employee performance.

Further studies on this topic could provide robust findings by taking into account more antecedents and consequences into the model of analysis. These antecedents and consequences could cover both internal and external determinants affecting employee and organizational performances. Finally, incorporating more organizations both public and private into the analysis would also provide enriching empirical evidence.

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