

# ***THE EFFECT OF JOB STRESS, JOB SATISFICATION ORGANIZATIONAL COMMITMENT AND SELFESTEEM ON EMPLOYEE PERFORMANCE***

At RSUD H.Andi Sulthan Daeng Radja Bulukumba Regency

Inul fit surya <sup>1\*</sup> , Osman Lewangka <sup>2</sup> , Sumardi <sup>3</sup>

<sup>1</sup> Faculty of Economics and Business, Hasanuddin University; [Suryainulfit@gmail.com](mailto:Suryainulfit@gmail.com)

## **Abstract**

This study aims to determine the effect of work stress , job satisfaction , organizational commitment and self-esteem on employee performance at RSUD.H.Andi Sulthan Daeng Radja, Bulukumba Regency. This research is a quantitative research with research subjects as many as 177 employees. data collection using a questionnaire, while data analysis using the SEM model using the IBM SPSS AMOS V.23 Program. The results of the study show that work stress has a direct and significant negative effect on organizational commitment. Job stress has a direct positive but not significant effect on performance. Job satisfaction has a direct and significant negative effect on organizational commitment. Job satisfaction has a direct negative and significant effect on employee performance. Organizational commitment has a direct and significant negative effect on employee performance. Job stress has a positive and significant indirect effect on performance through organizational commitment. Job satisfaction has an indirect but not significant positive effect on performance through organizational commitment. The effect of job stress on performance is not significantly moderated by employee self-esteem. Job satisfaction on employee performance is significantly moderated by employee self-esteem.

**Keywords :** *job stress, job satisfaction, organizational commitment, self-esteem, employee performance .*

## **INTRODUCTION**

Human resource management or can be abbreviated as HRM is a science or method of how to manage the relationship and the role of resources or manpower owned by individuals efficiently and effectively and can be used optimally so as to achieve company goals . Human resource management is one part of management that focuses on the human aspect. The function of human resource management (HR) is the implementation of job analysis ( *job analysis* ) , HR planning, *recruitment* and selection , placement and career development as well as good education and training , these activities will increase the potential of HR to work because they have acquired the knowledge and skills to be placed in the right position or ( *the right man on the right place* ). how much good source power man managed determine success company in the future. Companies that

have good goals, sophisticated and modern facilities and infrastructure if the human resources in the organization do not have a good impact on the company, the company will find it difficult to achieve its goals. In an organization there is usually a failure in achieving its goals because employees in carrying out their work experience many obstacles such as in terms of excessive workloads, conflicts between employees and an unsupportive work environment which results in excessive work stress.

Job stress is a negative reaction from people who experience excessive pressure imposed on them due to too many demands, obstacles or opportunities (Robbins and Coulter, 2010:16). The result of excessive stress can threaten a person's ability to deal with the environment and in the end interfere with the implementation of his duties means interfering with his work performance. Job satisfaction is very important because employees in an organization are the most dominant factor in determining the success or failure of organizational activities. Job satisfaction Locke (1969) defines job satisfaction as a happy emotional state or positive emotion that comes from an appraisal of one's job or work experience.

Job satisfaction by Locke is also defined as the result of employees' perceptions of how well their jobs provide things that are considered important. This shows that the better job satisfaction felt by employees, the higher the organizational commitment they have, and vice versa if their employees feel dissatisfied it will reduce their commitment to the organization. Organizational commitment implies something that is more than passive loyalty to the organization, more than just loyalty, because organizational commitment implies an active relationship between employees and the company or organization (Yuwono et al, 2006. When individuals feel themselves valuable in an organization, then they will have a commitment to the organization. *Self-esteem* is an evaluation of a person in assessing himself, namely how satisfied a person is with himself (Johnson, in Sveningsson, 2012).

*Self-esteem* as a belief in the value of oneself, the higher the *self-esteem* possessed by an employee will improve individual performance because of the level of self-esteem that makes employees feel valued so that employees try to work better and performance increases. Conversely, if the *self-esteem* of an employee is low, his performance will decrease. Performance according to Anwar Prabu Mangkunegara (2006:67) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him. Meanwhile, according to Gary Dessler (2004:41) performance is work performance, namely the comparison between the work achieved with the standards set.

An employee will have pride and satisfaction with the achievements achieved based on the performance given to the company. For this reason, someone is required to carry out their duties and be responsible for them which has an impact on improving employee performance, both personally and in the employee community at the company or in private government agencies and hospitals. Regional General Hospital (RSUD) is a health service institution owned by the local government. Hospitals as one of the institutions that have the function of providing health services must of course be in accordance with predetermined standards.

This research was conducted at H. Andi Sulthan Hospital Daeng Radja, Bulukumba Regency. This hospital is the only regional general hospital in Bulukumba Regency which is ready to accommodate patients from various regions in Bulukumba Regency. The number of patients in H. Andi Sulthan Daeng Radja Hospital is very large. Starting from the patient who did the examination (*check-up*) to inpatients. The work activity felt by employees increases if they have to treat pa-

tients and there are many more activities, especially now that the COVID-19 pandemic was first detected in China at the end of 2019 which has spread throughout the world.

Where it is known that the performance of employees in an agency is important in achieving organizational goals and improving the performance of a job will have a positive impact on the organization, including hospitals. Every employee has a different level of workload in every job they do, especially hospital employees during the current pandemic. The many challenges and anxiety of employees in carrying out their duties in treating patients cause employees to experience work stress due to a large workload. When they have to treat patients more than usual then their activities will also increase. Moreover, during the current pandemic, employees automatically choose additional work which used to only serve patients who were hospitalized and those who came to check or (*check up*) now increased several tasks that had never been done before, such as conducting swab tests and vaccines on patients, so they are very influenced by psychological pressure that causes work stress on employees.

The number of activities in RSUD H. Andi Sulthan Daeng Radja makes employees feel tired and experience work stress or role stress due to overwork in handling patients. This makes their job satisfaction tends to be less with the addition of complaints from hospital visitors regarding services and there are still employees who sometimes come late. Based on the results of observations that have been made, it is known that there is still low job satisfaction in employees, one of which is less than optimal employee work, it can be seen from the results of performance and services provided to patients. And from the work itself, where some employees feel less confident in their own abilities in completing any given task, and they are always required to always be on standby, even during holidays they are also working.

When employees experience work stress, it automatically has an impact on the lack of employee commitment to the organization due to the large number of workloads provided by the organization that are not in accordance with the employee's abilities. From the observations it is known that employees at H. Andi Sultan Daeng Radja Hospital have a tendency to leave the hospital in 2018-2019. This is due to the lack of company services to employees as well as the salary provided by the company that is not in accordance with their work, such as the results of data obtained as many as 103 medical personnel who treat Covid 19 patients who claim that they have not been paid by the party handling incentive payments in charge of treating patients. Covid-19 has resulted in reduced employee commitment to the organization.

Employees need to instill high *self-esteem* in order to be committed to the organization. Where are the employees of RSUD.H. Andi Sultan Daeng Radja where the attitude of self-esteem or *self-esteem* is still low because employees still feel less confident about their abilities in a job and still feel inferior in the company this is formed because of the circumstances and how other people and co-workers treat them, such as superiors who do not praise their employees, and employee facilities are not complete according to the wishes of employees so that they do not support the work of employees which has an impact on the lower performance of employees in the organization.

## LITERATURE REVIEW

### Work Stress

Work stress according to Handoko (2008:200) is a condition of tension that affects a person's emotions, thought processes and conditions. Too much stress can threaten a person's ability to deal with the environment. As a result, employees develop various stress symptoms that can interfere with their work performance. These symptoms concern both physical and mental health. People who experience stress can become nervous and experience chronic anxiety. Robbins (2006) em-

ployee job stress is a condition that arises from the interaction between humans and work and is characterized by human changes that force them to deviate from their normal functions. Suprihanto et al (2003) say that from an organizational point of view, management may not be concerned if its employees experience light work stress. The reason is that a certain level of stress will have a positive effect, because this will urge them to do better at their tasks.

### **Job satisfaction**

According to Hasibuan (2012), job satisfaction is an emotional attitude that is pleasant and loves his job which is reflected by work morale, discipline and work performance. In this case, the responsibility for the implementation of work such as sincerity in carrying out the work, full attention to the task, enthusiasm for work will be seen. According to Umam (2010) job satisfaction is a (positive) attitude of the workforce towards their work, which arises based on an assessment of the work situation. The assessment can be carried out on one of the jobs. Assessment is carried out as a sense of appreciation in achieving one of the values in the work. Satisfied employees prefer their work situation than dissatisfied employees, who do not like their work. According to Robbins (1993:177) job satisfaction is an individual's general attitude towards his work. He also emphasized that someone with a high level of job satisfaction has a positive attitude towards his job, while someone who is dissatisfied with his job tends to have a negative attitude towards his job.

### **Organizational Commitment**

Organizational commitment is a person's attitude in identifying himself with the organization along with its values and goals and the desire to remain a member of the organization in achieving organizational goals (Steers and Porter, 1987). Meanwhile, according to Herscovitch and Meyer (2002), organizational commitment is the power or way of thinking ( *mind set* ) that binds individuals into a series of activities that are relevant to one or more targets.

Commitment is a condition felt by employees that can lead to strong positive behavior towards their work organization. According to Mathis and Jackson (2006: 122), commitment ( *organizational commitment* ) is the degree to which employees believe in and accept organizational goals and desire to stay with the organization. Commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization. A highly committed individual is likely to see himself as a true member of the organization to ignore minor sources of resentment in the organization, and to see himself as a long-term member of the organization. Employees who feel more committed to the organization have reliable habits, plan to stay longer in the organization, and devote more effort to work (Griffin, 2004: 15).

### **Pride**

According to Branden in Nikmarijal (2015), *self-esteem* is the belief and ability to act and face life's challenges. Belief in the right to be happy, a feeling of worth, and worth. The way you see and feel about yourself will influence a person's behavior. This perspective and feeling of self is formed from experiences in family, school, friendship and social environment. *Self-esteem* is the worthiness or attitude that an individual has towards himself, which can be seen from a person's feelings of worth or worthlessness (Mruk, 2006). Meanwhile, according to Bangun et al (2012) explains that *self-esteem* is the extent to which a person believes that he or she is a worthy individual and is entitled to achievement. Meanwhile, according to Devito (2006) *self-esteem* is a person's evaluation of what he feels about himself, how he likes himself and how competent he can judge himself.

## Employee Performance

Performance or *performance* is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve company goals illegally, not violating the law and not contrary to morals and ethics (Rivai & Basri, 2004 : Haruko 2011). According to Simamora (1995). Employee performance is the degree to which employees achieve job requirements. According to Byars and Rue (in Harsuko, 2011) performance is the degree to which tasks are arranged, the tasks that govern one's work. So , performance is the willingness of a person or group of people to carry out activities or perfect them according to their responsibilities with the expected results.

## Conceptual Model

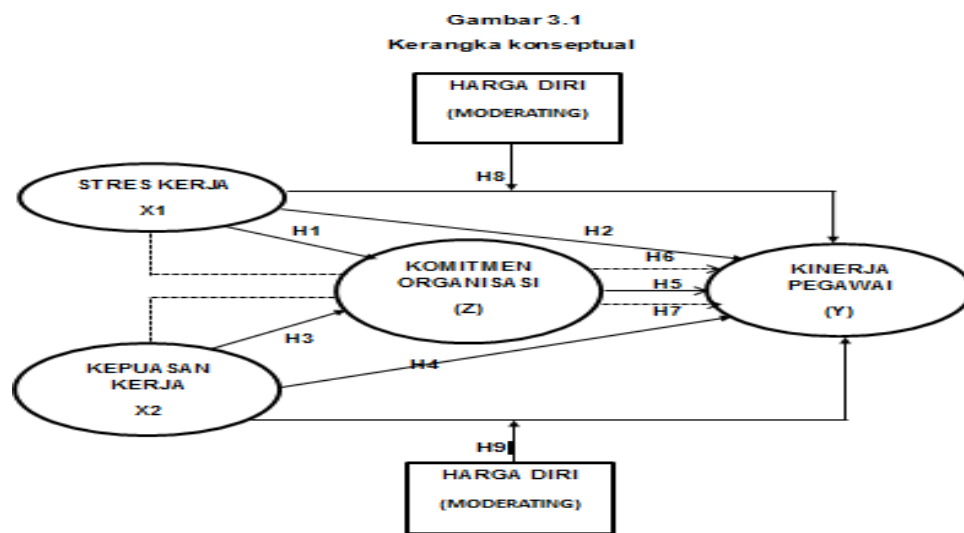


Figure 1: Conceptual Model

## RESEARCH METHODS

### Research location and design

The research will be conducted at H.Andi Sulthan Hospital Daeng Radja, Bulukumba Regency, approximately 1 month with the calculation of the start time for the permit to perform. The type of research used is quantitative research . Quantitative research is a research method based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, statistical data analysis with the aim of testing predetermined hypotheses . (Sugiyono, 2002:57)

### Population and Sample

Population is a generalization area consisting of: objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then drawn conclusions . (Sugiyono, 2002:57) . The population of this study were all employees at RSUD H. Andi Sulthan Daeng Radja, Bulukumba Regency, totaling 31 8 employees i. The sample is part of the population that has certain characteristics or conditions to be studied. Because not all data or information will be processed and not all objects or people will be studied, but only with a sample that is sufficient represent it.

The sample in this study was 177 respondents. The technique or sampling used in this research is *cluster random sampling*. Sampling by means of clusters (*cluster random sampling*) is to randomize to groups, not to individual subjects (Azwar, 2010:87).

### Method of collecting data

The secondary and primary data collection techniques used in this study are as follows:

1. Questionnaire Technique

research questionnaire technique is a way of collecting primary data from the respondents who were selected to be the research sample. The research questionnaire was prepared by submitting a closed statement and answer choices to be submitted to the research sample. (Wijanto :2008 ).

2. Observation

This technique is a research method where researchers make direct observations on the object of research.

3. Literature review

The collection of secondary data taken from literature, internet, libraries and the results of previous research related to research problems.

### Data analysis method

Data analysis method is a method used to process research results in order to obtain a conclusion (Hartono , 2013 ). By looking at the theoretical framework, the data analysis technique used in this research is quantitative analysis using the SEM (*Structural Equation Modeling*) model or the Structural Equation Model using the IBM SPSS AMOS V.23 program. SEM is a set of statistical techniques that allow the simultaneous testing of a relatively complex set of relationships. This complex relationship can be interpreted as a series of relationships that are built between one or several dependent variables (endogenous) with one or more independent variables (exogenous), and these variables are formed factors or constructs that are built from several indicators that are observed or measured. direct.

SEM can be described as an analysis that combines the approach of factor analysis (*factor analysis*), structural model (*structural model*), and path analysis (*path analysis*). According to (Ghozali , 2017 ), SEM is a combination of separate statistical methods, namely *factor analysis* and *simultaneous equation modeling*. *Comprehensively*, the data analysis method in this study is as follows.

## EMPIRICAL RESULTS

### Descriptive statistics

Characteristics of respondents aims to provide an overview of the identity of the respondents who became the sample in this study. Respondents in this study were employees at the H.Andi Sultan Daeng Radja Bulukumba regional general hospital which was used as a sample of 177 people.

**Table 1 .** Characteristics of Respondents

No.	Description	frequency	Percentage%
1.	Age		
	20-25 years	41	23.16%
	26-30 years old	71	40.12%
	>30 years	65	36.72%
	Total	177	100%

2.	<b>Gender</b>		
	Man	47	26%
	Woman	130	74%
	<b>Total</b>	177	100%
3.	<b>Marital status</b>		
	Marry	177	100%
	Not married yet	-	-
	<b>Total</b>	177	100%
4.	<b>Last education</b>		
	D3	30	16.96%
	S1	125	70.62%
	S2	21	11.86%
	S3	1	0.56%
	<b>Total</b>	177	100%
5.	<b>Years of service</b>		
	<1 year	48	27.11%
	1-5 years	81	45.76%
	6-10 years	28	15.81%
	>10 years	20	11.32%
	<b>Total</b>	177	100%

Source: main processed data, 2022

Based on the table above, it shows that the dominant respondents based on age are 26-30 years with a total of 71 people with a percentage of 40.12%. Meanwhile, the dominant respondent by gender shows that the respondent level according to gender is dominated by women with a total of 130 respondents with a percentage of 74%. For respondents based on marital status, the dominant number of respondents were married employees as many as 177 with a percentage of 100%. The majority of respondents for the dominant education level, namely bachelor's degree, are 125 people with a percentage of 70.62%. and respondents who worked for 1-5 years were 81 people with a percentage of 45.76%.

## Prerequisite evaluation

### Validity test and reliability test

#### Validity test

Validity test is carried out to determine whether or not an item will be used. The validity test was carried out with a significant level of 0.05 . A question item is said to be valid if the r-count value which is the value of the *corrected item-total correlation* of the r-table (at a significance level of 5% obtained through DF ( *degree of freedom*)). In this test using a significance level of 5% and produces r -table 0.147 . if r-count > r-table then the research instrument is said to be valid. The following results from the validity test can be seen in the table below.

**Table 1 .** Validity test

Variable	Items	r-count	r-table	Information
Work stress (X 1)	X1.1	0.459	0.147	Valid
	X1.2	0.444	0.147	Valid
	X1.3	0.235	0.147	Valid
	X1.4	0.206	0.147	Valid
	X1.5	0.303	0.147	Valid
	X1.6	0.286	0.147	Valid
	X1.7	0.331	0.147	Valid
	X1.8	0.361	0.147	Valid
	X1.9	0.322	0.147	Valid
Job satisfac-	X2.1	0.262	0.147	Valid

tion (X 2 )	X2.2	0.347	0.147	Valid
	X2.3	0.198	0.147	Valid
	X2.4	0.391	0.147	Valid
	X3.5	0.431	0.147	Valid
	X2.6	0.511	0.147	Valid
	X2.7	0.343	0.147	Valid
	X2.8	0.335	0.147	Valid
	X2.9	0.361	0.147	Valid
	X2.10	0.568	0.147	Valid
	X2.11	0.329	0.147	Valid
	X2.12	0.367	0.147	Valid
	X2.13	0.270	0.147	Valid
	X2.14	0.299	0.147	Valid
	X2.15	0.248	0.147	Valid
	Organizational Commitment (Z 1 )	Z1.1	0.487	0.147
Z1.2		0.628	0.147	Valid
Z1.3		0.424	0.147	Valid
Z1.4		0.524	0.147	Valid
Z1.5		0.328	0.147	Valid
Z1.6		0.471	0.147	Valid
Z1.7		0.287	0.147	Valid
Z1.8		0.473	0.147	Valid
Z1.9		0.355	0.147	Valid
Z1.10		0.363	0.147	Valid
Self-esteem (Z 2 )	Z2.1	0.460	0.147	Valid
	Z2.2	0.617	0.147	Valid
	Z2.3	0.396	0.147	Valid
	Z2.4	0.483	0.147	Valid
	Z2.5	0.280	0.147	Valid
	Z2.6	0.441	0.147	Valid
	Z2.7	0.279	0.147	Valid
	Z2.8	0.451	0.147	Valid
	Z2.9	0.333	0.147	Valid
	Z2.10	0.403	0.147	Valid
	Z2.11	0.356	0.147	Valid
	Z2.12	0.352	0.147	Valid
Employee performance (Y)	Y1	0.474	0.147	Valid
	Y2	0.416	0.147	Valid
	Y3	0.396	0.147	Valid
	Y4	0.263	0.147	Valid
	Y5	0.304	0.147	Valid
	Y6	0.252	0.147	Valid
	Y7	0.255	0.147	Valid
	Y8	0.223	0.147	Valid
	Y9	0.315	0.147	Valid
	Y10	0.339	0.147	Valid
	Y11	0.221	0.147	Valid
	Y12	0.334	0.147	Valid

Source : data processed. 2022



Based on the table above, it shows that all items in the statement of work stress variables (X1), job satisfaction (X2), organizational commitment (Z1), self-esteem (Moderating (Z2), and employee performance (Y) have a *corrected-total correlation* ( $r$  count).  $> r$ -table, which is at a significant level of 5% ( $\alpha = 0.05$ ) and  $n = 177$ . Therefore, the value of  $r$ -table = 0.147 proves that all items in this study are valid.

### Reliability test

The reliability test or reliability test is a measure of the stability and consistency of the respondent in answering the statement items on the research questionnaire. The statement used in the study was declared reliable if the value was determined, namely *Cronbach's Alpha*  $> 0.60$ . The following reliability test results can be seen from the table below :

**Table 2.** Reliability Test

Variable	Cronbach's Alpha	N of items	Information
Work stress (X1)	0.886	9	Reliable
Job satisfaction (X2)	0.759	15	Reliable
Organizational commitment (Z1)	0.764	10	Reliable
Self-esteem (Z2)	0.812	12	Reliable
Employee performance (Y)	0.791	12	Reliable

**Source:** processed data. 2022

The output results above show that *Cronbach's Alpha* variable work stress (X1) is  $0.886 > 0.060$ , job satisfaction is  $0.759 > 0.60$ , organizational commitment (Z1) is  $0.764 > 0.60$ , self-esteem (Z2) is  $0.812 > 0.60$  and employee performance is  $0.791 > 0.60$ . This shows that all statement items in this study are stated to be reliable or consistent.

### Hypothesis testing

The research hypotheses were tested using path analysis and the *Structural Equation Model* (SEM) test with the help of amos software version 23. Path analysis was used to identify the influence between variables by looking at the path coefficient values and  $p$  values. To determine the magnitude of the direct and indirect effect seen from the *standardized value* ( $\beta$ ). The following results were obtained:

#### **The effect of work stress on organizational commitment in hospitals. H. Andi Sulthan Daeng Radja, Bulukumba Regency**

The research hypothesis (H1) is that work stress (X1) has a positive and significant direct effect on organizational commitment (Z) in hospitals. H. Andi Sulthan Daeng Radja, Bulukumba Regency. This hypothesis is tested by looking at the path coefficient,  $p$  value and *standardized* ( $\beta$ ) in the amos output table regarding *regression weight* and *standardized direct effects* with the following results:

**Table 5.14** Table of the direct effect of work stress on organizational commitment

Variable	Path coefficient	$p$ -value	<i>standardized</i> ( $\beta$ )
Job stress (X1) $\rightarrow$ organizational commitment (Z)	-5.012	$<0.001$	-1.553

Hypothesis testing is done by confirming the direction of the path coefficient and the probability value with  $\alpha = 0.05$ . Table 5.14 shows that work stress (X1) has a negative and significant direct effect on organizational commitment (Z) at RSUD. H. Andi Sulthan Daeng Radja Bulukumba Regency with a *standardized value* ( $\beta$ ) of -1.553 which means that **if employees experience work stress, it will reduce organizational commitment by 1.5 times**.

### **The effect of work stress on employee performance in hospitals. H. Andi Sulthan Daeng Radja, Bulukumba Regency.**

The research hypothesis (H2) is that work stress (X1) has a positive and significant direct effect on employee performance (Y) at the RSUD. H. Andi Sulthan Daeng Radja, Bulukumba Regency. This hypothesis is tested by looking at the path coefficient, *p value* and *standardized* ( $\beta$ ) in the amos output table regarding *regression weight* and *standardized direct effects* with the following results:

Table 5.15 Table of the direct effect of work stress on employee performance

Variable	Path coefficient	<i>p-value</i>	<i>standardized</i> ( $\beta$ )
Work stress (X1) → employee performance (Y)	0.692 _	0.489 _	0.687 _

Table 5.15 shows that work stress (X1) has a direct positive but not significant effect on employee performance (Y) at the RSUD. H. Andi Sulthan Daeng Radja Bulukumba Regency with a *standardized value* ( $\beta$ ) of 0.687 which means that **if employees experience work stress it will increase employee performance by 0.6 times**.

### **The effect of job satisfaction on organizational commitment in hospitals. H. Andi Sulthan Daeng Radja, Bulukumba Regency.**

The research hypothesis (H3) is that job satisfaction (X2) has a positive and significant direct effect on organizational commitment (Z) in hospitals. H. Andi Sulthan Daeng Radja, Bulukumba Regency. This hypothesis is tested by looking at the path coefficient, *p value* and *standardized* ( $\beta$ ) in the amos output table regarding *regression weight* and *standardized direct effects* with the following results:

Table 5.16 Table of the direct effect of job satisfaction on organizational commitment

Variable	Path coefficient	<i>p-value</i>	<i>standardized</i> ( $\beta$ )
Job satisfaction (X2) → organizational commitment (Z)	-3,073	0.002 _	- 0.919 _

Table 5.16 shows that job satisfaction (X2) has a negative and significant direct effect on organizational commitment (Z) at RSUD. H. Andi Sulthan Daeng Radja Bulukumba Regency with a *standardized value* ( $\beta$ ) of -0.919 which means that **if employees feel job satisfaction it will reduce organizational commitment by 0.9 times**.

**The effect of job satisfaction on employee performance in hospitals. H. Andi Sulthan Daeng Radja, Bulukumba Regency.**

The research hypothesis (H4) is that job satisfaction (X2) has a positive and significant direct effect on employee performance (Y) at the RSUD. H. Andi Sulthan Daeng Radja, Bulukumba Regency. This hypothesis is tested by looking at the path coefficient, *p value* and *standardized* ( $\beta$ ) in the amos output table regarding *regression weight* and *standardized direct effects* with the following results:

Table 5.17 Table of the direct effect of job satisfaction on employee performance

Variable	Path coefficient	<i>p-value</i>	<i>standardized</i> ( $\beta$ )
Job satisfaction (X2) → employee performance (Y)	-2.059	0.039 _	-1,897

Table 5.17 shows that job satisfaction (X2) has a negative and significant direct effect on employee performance (Y) at the RSUD. H. Andi Sulthan Daeng Radja Bulukumba Regency with a *standardized value* ( $\beta$ ) of -1.987 which means that **if employees feel job satisfaction it will reduce employee performance by 1.8 times.**

**The effect of organizational commitment on employee performance in hospitals. H. Andi Sulthan Daeng Radja, Bulukumba Regency**

The research hypothesis (H5) is that organizational commitment (Z) has a positive and significant direct effect on employee performance (Y) at the RSUD. H. Andi Sulthan Daeng Radja, Bulukumba Regency. This hypothesis is tested by looking at the path coefficient, *p value* and *standardized* ( $\beta$ ) in the amos output table regarding *regression weight* and *standardized direct effects* with the following results:

Table 5.18 Table of the direct effect of organizational commitment on employee performance

Variable	Path coefficient	<i>p-value</i>	<i>standardized</i> ( $\beta$ )
Organizational commitment (Z) → employee performance (Y)	-1.972	0.049 _	- 0.446 _

Table 5.18 shows that organizational commitment (Z) has a direct and significant negative effect on employee performance (Y) at RSUD. H. Andi Sulthan Daeng Radja Bulukumba Regency with a *standardized value* ( $\beta$ ) of -0.446 which means that **if employees have good organizational commitment, it will reduce employee performance by 0.4 times.**

**The effect of work stress on employee performance through organizational commitment as an intermediate variable in hospitals. H. Andi Sulthan Daeng Radja, Bulukumba Regency.**

The research hypothesis (H6) is that work stress (X1) has a positive and significant indirect effect on employee performance (Y) through organizational commitment (Z) in hospitals. H. Andi Sulthan Daeng Radja, Bulukumba Regency. This hypothesis is tested by calculating the Z value of Sobel by dividing the path coefficient value and standard error through online software which is accessed on the <http://quantpsy.org/sobel/sobel.htm> page. Besides that, look at the *standardized* ( $\beta$ ) in the amos output table regarding *s standardized indirect effects* with the following results:

Table 5.19 Table of the indirect effect of work stress on employee performance through organizational commitment

Variable	Z sobel	p-value	standardized ( $\beta$ )
Work stress (X1) → Organizational commitment (Z) → employee performance (Y)	1977	0.047 _	0.692 _

Table 5.19 shows that work stress (X1) has a positive and significant indirect effect on employee performance (Y) through organizational commitment (Z) at RSUD. H. Andi Sulthan Daeng Radja Bulukumba Regency with a *standardized value* ( $\beta$ ) of 0.692 which means that if employees experience work stress, it will improve employee performance through good organizational commitment as much as 0.6 times.

**The effect of job satisfaction on employee performance through organizational commitment as an intermediate variable in hospitals. H. Andi Sulthan Daeng Radja, Bulukumba Regency.**

The research hypothesis (H7) is that job satisfaction (X2) has a positive and significant indirect effect on employee performance (Y) through organizational commitment (Z) at RSUD. H. Andi Sulthan Daeng Radja, Bulukumba Regency. This hypothesis is tested by calculating the Z value of Sobel by dividing the path coefficient value and standard error through online software which is accessed on the <http://quantpsy.org/sobel/sobel.htm> page. Besides that, look at the *standardized ( $\beta$ )* in the amos output table regarding *s standardized indirect effects* with the following results:

Table 5.20 Table of the indirect effect of job satisfaction on employee performance through organizational commitment

Variable	Z sobel	p-value	standardized ( $\beta$ )
Job satisfaction (X2) → Organizational commitment (Z) → employee performance (Y)	1,657	0.097 _	0.410 _

Table 5.20 shows that job satisfaction (X2) has a positive but not significant indirect effect on employee performance (Y) through organizational commitment (Z) at RSUD. H. Andi Sulthan Daeng Radja Bulukumba Regency with a *standardized value* ( $\beta$ ) of 0.410 which means that if employees feel job satisfaction it will improve employee performance through good organizational commitment as much as 0.4 times.

**The effect of work stress on employee performance with self-esteem as a moderating variable in hospitals. H. Andi Sulthan Daeng Radja, Bulukumba Regency.**

The research hypothesis (H8) is the effect of work stress (X1) on employee performance (Y) moderated by employee self-esteem at RSUD. H. Andi Sulthan Daeng Radja, Bulukumba Regency. This hypothesis was tested by looking at the path coefficient, *p -value* and *standardized ( $\beta$ )* of the interaction between moderate variables through the multiplication of data on the work stress variable and the self-esteem variable. The results are presented as follows

Table 5.21 Table of the effect of work stress on employee performance moderated by self-esteem

Variable	Path coefficient	p-value	standardized ( $\beta$ )
Work stress interaction (X1)*employee perfor-	- 0.597 _	0.551 _	- 0.659 _

mance self-esteem →(Y)			
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Table 5.21 shows that the effect of work stress (X1) on employee performance (Y) is not significantly moderated by employee self-esteem at RSUD. H. Andi Sulthan Daeng Radja, Bulukumba Regency. This means that self-esteem is not a moderate variable so that it does not have an effect on the relationship between work stress and employee performance.

**The effect of job satisfaction on employee performance with self-esteem as a moderating variable in hospitals. H. Andi Sulthan Daeng Radja, Bulukumba Regency.**

The research hypothesis (H9) is the effect of job satisfaction (X2) on employee performance (Y) moderated by employee self-esteem at RSUD. H. Andi Sulthan Daeng Radja, Bulukumba Regency. This hypothesis was tested by looking at the path coefficient, *p*-value and *standardized* ( $\beta$ ) of the interaction between moderate variables through the multiplication of data on job satisfaction and self-esteem variables. The results are presented as follows:

Table 5.22 Table of the effect of job satisfaction on employee performance moderated by self-esteem

Variable	Path coefficient	<i>p</i> -value	<i>standardized</i> ( $\beta$ )
Job satisfaction interaction (X2)*Employee performance self-esteem →(Y)	1,989	0.047 _	2.028

Table 5.22 shows that the effect of job satisfaction (X2) on employee performance (Y) is significantly moderated by employee self-esteem at RSUD. H. Andi Sulthan Daeng Radja Bulukumba Regency with a *standardized* ( $\beta$ ) of 2,028, this means that self-esteem has an effect on the relationship of job satisfaction to employee performance by 2 times so that low self-esteem can weaken the relationship of job satisfaction to employee performance and self-esteem. can strengthen the relationship between job satisfaction and employee performance.

**Test the accuracy of the model and the dominant path of its contribution to employee performance.**

From the results of the path analysis, a structural model was compiled by performing estimation analysis in *full-mode* in order to test the suitability of the model and the causality built in the model being tested. The test uses *structural Equation Modeling* (SEM) analysis through a study of the various *goodness of fit criteria* shown in the following figures and tables:

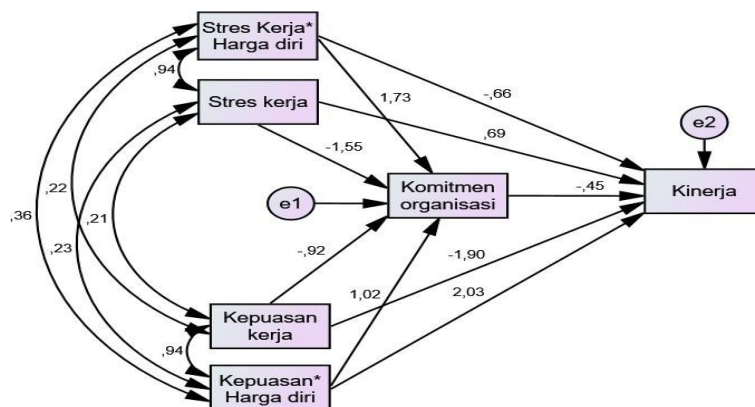


Figure 5. 2 Full model displays *standardized estimates . values*

Table 5.23 Test the accuracy of the model

<i>Goodness of fit index</i>	<i>Cut-off value</i>	Estimated re- sults	Value models
RMSEA	0.80	0.802	Marginal fit
GFI	0.90	1,000	good fit
CRI	0.90	1,000	good fit
NFI	0.90	1,000	good fit

Figure 5.2 and table 5.23 show the goodness of fit index which the majority meets the standard values so that the above model is declared fit, which means that the level of conformity of the research model with the ideal model is considered good conceptually. These results are then poured into the following image:

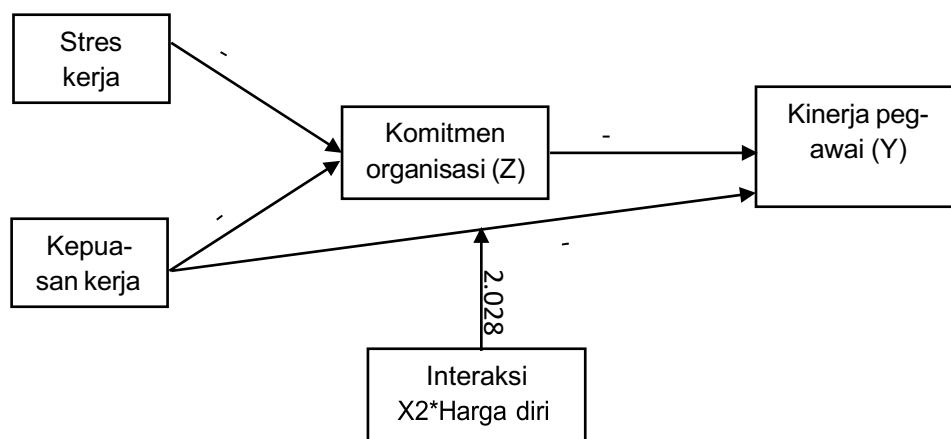


Figure 5. 3 The results of the path analysis are significant and display the value of *standardized estimates* ( $\beta$ )

Based on the picture above, it can be assessed the magnitude of the contribution of each path so that it will show the path with the most dominant contribution seen from the value of the largest path coefficient. Paths that can be formulated as follows:

1.  $X1 \rightarrow Z \rightarrow Y$  Path coefficient =  $-0.1553 \times -0.446 = 0.0692$
2.  $X2 \rightarrow Z \rightarrow Y$  Path coefficient =  $-0.991 \times -0.446 = 0.4419$

From the calculation above, it can be concluded that the most dominant contribution path is job satisfaction affecting employee performance through organizational commitment.

## DISCUSSION

The discussion of the results of this study was carried out in analyzing the findings obtained from observations at H.Andi Sulthan Hospital Daeng Radja, Bulukumba Regency. This can be concluded in the discussion of research results, namely as follows:

### The effect of job stress on organizational commitment

The first hypothesis (H1) states that work stress has a positive and significant direct effect on organizational commitment. Based on the test results can be seen the value of *p-value* shows the number  $<0.001$  which means it is significant because it is smaller than (0.05) because it is known that the significant condition is (0.05). while the *standardized value* ( $\beta$ ) is -1.553 which indicates a

negative effect. So these results indicate that work stress has a direct and significant negative effect on organizational commitment. so that means that if employees experience work stress it will reduce organizational commitment.

This is in accordance with the theory of Herjany & Bernanto (2018) which states that work stress has a negative effect on organizational commitment, so that if the level of work stress is reduced, organizational commitment will increase. The higher the work stress experienced by employees, the lower the employee's commitment (Ariawan & Sriathi, 2017). There are several studies that explain that work stress has a negative effect on individuals (Gerland, 2004; Matteson et al 1987). The negative effect of job stress is that employees' organizational commitment will be reduced to the organization in which they work (Jaramillo et al 2005). The need for self-development is very important for a sense of organizational commitment (Mayer et al. 2004). Therefore, it is suspected that individuals with higher levels of stress will feel less committed to the organization, causing problems in their tasks or work.

The results of this study are in line with several previous studies such as Angelica Christy Caesarani (2016) with the title the effect of work stress on organizational commitment and *turnover intention* at Sari Segara Resort Villa & SPA which found that work stress had a negative and significant effect on organizational commitment. These results are strengthened by other research, namely by Nursyamsi (2012:12) in his research concluding that the relationship between work stress and organizational commitment shows a negative relationship direction where the greater work stress will result in decreased and reduced organizational performance and commitment.

#### *The effect of work stress on employee performance*

The second hypothesis (H2) states that work stress has a direct and significant negative effect on employee performance. Based on the test results, it can be seen that the *p*-value shows the number 0.489 which means it is not significant because it is greater than (0.05). Because it is known that the significant condition is (0.05). Meanwhile, the standardized value ( $\beta$ ) of 0.687 shows a positive effect. So it can be said that work stress has a direct positive but not significant effect on employee performance. This means that if employees experience work stress, it will increase employee performance.

The theory explains that the stress caused can have a positive and negative effect on employee performance. As stated by Sasono (2004:5) stress has positive and negative impacts. The positive impact at a low to moderate level is functional in the sense that it acts as a driver for improving employee performance. Meanwhile, the negative impact of high level stress is a drastic decrease in employee performance. If there is no stress, there is also no work challenge and performance tends to decrease. Stimuli that are too small, demands and challenges that are too little can cause boredom, frustration, and a feeling that we are not using our full abilities (Looer, 2005: 144).

The results of this study are in line with several previous studies conducted by Nila Hotiana (2018), entitled the influence of work motivation and stress on employee performance (Studies in the staffing and organization section, general bureau, staffing and organization of the Indonesian ministry of tourism). The research results show that the work stress variable has no significant effect on performance.

#### *The effect of job satisfaction on organizational commitment*

The third hypothesis (H3) states that job satisfaction has a positive and significant direct effect on organizational commitment. Based on the test results, it can be seen that the *p*-value shows the number 0.002 which means it is significant because it is smaller than ( 0.05 ). Because it is known that the significant condition is ( 0.05 ). Meanwhile, the *standardized value* ( $\beta$ ) which is -0.919 shows a negative effect. So it can be said that job satisfaction has a direct and significant negative effect on organizational commitment. This means that if employees feel job satisfaction it will re-

duce organizational commitment.

The theory put forward by Johan "job satisfaction can be formulated as a general response of workers in the form of behavior displayed by employees as a result of perceptions about matters related to their work." A person with a high level of job satisfaction will show a positive attitude towards his work or like with On the other hand, someone with a low level of job satisfaction (dissatisfied) will show a negative attitude towards his job or dislike his job. People who are satisfied with their work tend to love their organization more than people who are dissatisfied because they feel they have been cared for by the company. Jaramillo et al (2006) stated that when employees receive satisfaction from their workplace, they will show a favorable attitude towards their work and ultimately increase their commitment to the organization.

These results are in line with several previous studies by Apriyanti (2016) with the results showing that job satisfaction has a significant effect on the commitment of bank employees partially or simultaneously.

#### The effect of job satisfaction on employee performance

The fourth hypothesis (H4) states that job satisfaction has a positive and significant direct effect on employee performance. Based on the test results, it can be seen that the *p-value* shows the number 0.039 which means it is significant because it is smaller than ( 0.05 ). Because it is known that the significant condition is ( 0.05 ). Meanwhile, the *standardized value* ( $\beta$ ) which is -1.897 shows a negative effect. so it can be said that job satisfaction has a direct and significant negative effect on employee performance. This means that if employees feel job satisfaction, it will reduce employee performance.

Wahjosumidjo (2002:22) defines performance or performance as a qualitative and quantitative contribution that is measured in order to achieve group goals in a work unit (Ernita and Anisah 2013). Feelings of satisfaction at work can improve employee performance, if employees receive awards that they deem appropriate and commensurate with their work, employees will produce better performance. According to Robbins (2006), the impact of job satisfaction on employee performance, employees who are satisfied with their work are more likely to talk positively about their organization, help others and make their work performance reach the maximum.

This is in line with research conducted by Dhini Rama Dhania in (2010) with the title of the effect of work stress, workload, on job satisfaction at Medical Representatives that work stress has a negative and significant effect on employee performance.

#### The effect of organizational commitment on employee performance

The fifth hypothesis (H5) states that organizational commitment has a positive and significant direct effect on employee performance. Based on the test results, it can be seen that the *p-value* shows the number 0.049 which means it is significant because it is smaller than ( 0.05 ). Because it is known that the significant condition is ( 0.05 ). Meanwhile, the *standardized value* ( $\beta$ ) which is -0.446 shows a negative effect. so that it is said that organizational commitment has a direct and significant negative effect on performance. This means that if employees have good organizational commitment, it will reduce employee performance.

Employees who have a high commitment to the organization will be loyal to the goals of the organization through good performance. Organizational commitment as a measure of the strength of the identity and involvement of employees in the goals and values of the organization. With the commitment given, it is hoped that the performance of employees will increase. Like Gibson. et al (2011) stated that organizational commitment involves three attitudes, namely: identification with organizational goals, feelings of involvement in organizational tasks and feelings of loyalty to the



organization. This means that employees who are committed to the organization view the values and interests of the organization as integrated with their personal goals.

The results of this study are in line with research conducted by Ismail (2018) which states that organizational commitment has a significant negative effect on teacher performance.

*The effect of work stress on employee performance through organizational commitment as an intervening variable.*

The sixth hypothesis (H6) states that job stress has a positive and significant indirect effect on organizational commitment. Based on the test results, it can be seen that the *standardized value* ( $\beta$ ) of 0.692 indicates a positive effect. Based on data analysis, it shows that work stress has a positive and significant indirect effect on employee performance through organizational commitment. This means that if employees experience work stress it will improve employee performance through good organizational commitment. It also shows that work stress indirectly through organizational commitment has an effect on employee performance.

This is in accordance with the theory of Hackett and Guinon (1995) in Soppiah (2008) who argues that employees who have high organizational commitment will have an impact on organizational performance. Because employee commitment to the organization is one of the attitudes in which an employee sided with a particular organization and its goals and intends to maintain membership in the organization. Work stress on employees is a good thing because with the pressure or light stress it can make them more active in their work and can improve their performance at work. This is supported by the theory of Suprihanto et al (2003) which says that from an organizational point of view, management may not be worried if their employees experience mild stress. The reason is because at a certain level of stress will have a positive effect, because this will urge them to do a better job.

The results of this study are in line with several studies, namely by Muhammad Harunan entitled the influence of the work environment, work discipline and work stress on organizational commitment in improving the performance of nurses at the Asmat District Hospital, while the results of this study state that the indirect effect of work stress (X3) on performance nurses (Y2) through the variable organizational commitment (Y1) of 0.198 or 19.8% although the direct effect of work stress with nurse performance has a greater influence, but both directly and indirectly work stress has a positive and significant effect on nurse performance.

*The effect of job satisfaction on employee performance through organizational commitment as an intervening variable*

The seventh hypothesis (H7) states that job satisfaction has a positive and significant indirect effect on organizational commitment. Based on the test results, it can be seen that the *standardized value* ( $\beta$ ) of 0.410 indicates a positive effect. So it is said that job satisfaction has an indirect but not significant positive effect on employee performance through organizational commitment. This means that if employees feel job satisfaction it will improve employee performance through organizational commitment.

Job satisfaction is the degree to which a person feels positive or negative about various aspects of work, workplace, and relationships with coworkers (Donley, 1985 in Argsia, et al, 2014). Positive or negative one's work attitude will follow the level of perceived job satisfaction. The level of job satisfaction possessed will affect employee commitment to the organization. Organizational commitment is defined as a psychological state that characterizes the employee's relationship with the organization or its implications affect whether employees will remain in the organization or not, which is identified in three components, namely: affective commitment, continuous commitment and normative commitment (Zurnali, 2010).

This shows that the higher the employee's job satisfaction, the organizational commitment to the company will increase so that it can have an impact on the higher the performance produced by the employee at work. If an employee has fulfilled all the needs and desires in the organization (satisfied) then automatically with full awareness they will increase the level of commitment that is in him.

The results of this study are in line with research by Rosita and Yuniati (2016) which states that job satisfaction can have a direct influence on employee performance and can have an indirect effect on performance through organizational commitment .

#### *The effect of work stress on employee performance with self-esteem as a moderating variable*

The eighth hypothesis (8) states that the effect of work stress on employee performance with self-esteem as a moderating variable. Based on the results of data analysis, it can be seen that the p-value shows the number 0.551. Meanwhile, for *standardized* ( $\beta$ ) it can be seen that the value is -0.659. thus indicating that job stress on employee performance is not significantly moderated by employee self-esteem. This means that self-esteem is not a moderate variable so that it does not have an effect on the attachment of work stress to employee performance.

Where it is known that self-esteem is an assessment made by individuals, either positively or negatively on a specific object, namely oneself. Self-esteem is self-confidence, and belief in the existence of the right to achieve success, joy and be able to fulfill needs and desires. People who have high self-esteem or self-esteem are expected to be psychologically healthy because they will see themselves and what will happen in their lives psychologically. positive. So when employees experience work stress, the attitude of self-esteem or self-esteem of employees is low so that it has an impact on the decline in employee performance. So that work stress on performance is not significantly moderated by self-esteem

Self-esteem is self-confidence, and belief in the existence of the right to achieve success, joy and be able to fulfill needs and desires. People who have high self-esteem or *self - esteem* are expected to be psychologically healthy because they will see themselves and what will happen in their lives psychologically. positive. So when employees experience work stress, the attitude of self-esteem or *self - esteem* of employees is low so that it has an impact on the decline in employee performance. So that work stress on performance is not significantly moderated by self-esteem.

#### *The effect of job satisfaction on employee performance with self-esteem as a moderating variable*

Hypothesis nine (H9) states that job satisfaction on performance can be moderated by self-esteem. Based on the test results, it can be seen that the *standardized value* ( $\beta$ ) of 2.028, which means that job satisfaction on employee performance is significantly moderated by employee self-esteem. This means that self-esteem has an effect on the attachment of job satisfaction to employee performance by 2 times so that low self-esteem can weaken the attachment of job satisfaction to employee performance and high self-esteem can strengthen the attachment of job satisfaction to employee performance.

So that job satisfaction can affect the performance of individual institutions, self-esteem can be used as a mediation to improve employee performance. Self-esteem is a self-concept related to one's personality. Feelings of self-worth are, in fact, formed by the individual's circumstances and how others treat them. One of the factors that influence it is job satisfaction. Job satisfaction shows a form of response to the conditions of an employee's work environment. With higher job satisfaction, it will make a person's belief stronger that he has good abilities in completing his work. Therefore, the higher the job satisfaction felt by employees, it will further increase the self-esteem it has by employees because with a high level of self-esteem it makes them feel valued so that employees try to work better and their performance increases. Conversely, if an employee's self-

esteem is low, his performance will decrease.

This is in line with research by Agus Santoso (2012) the effect of job satisfaction on individual performance with *self-esteem* and *self-efficacy* as mediating variables. It is said that *self-esteem* and *self-efficacy* tested can mediate the relationship between job satisfaction and individual performance. And research conducted by (Noviawati, 2016) suggests that *self-esteem* is able to mediate the effect of job satisfaction on performance. This is because the result of the indirect effect is greater than the direct effect.

## CONCLUSION

The results of the study concluded that work stress has a direct and significant negative effect on organizational commitment. Job stress has a direct positive but not significant effect on performance. Job satisfaction has a direct and significant negative effect on organizational commitment. Job satisfaction has a direct negative and significant effect on employee performance. Organizational commitment has a direct and significant negative effect on employee performance. Job stress has a positive and significant indirect effect on performance through organizational commitment. Job satisfaction has an indirect but not significant positive effect on performance through organizational commitment. The effect of job stress on performance is not significantly moderated by employee self-esteem. Job satisfaction on employee performance is significantly moderated by employee self-esteem.

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