

JOB STRESS IMPACT ON NURSE'S ORGANIZATIONAL COMMITMENT AND THE ROLE OF WORK LIFE BALANCE

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ARTICLE INFO



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Keywords:

Work-life balance, Job stress, Organizational commitment

ABSTRACT

Work-life balance is one of the strategic issues employees face, especially for nurses who serve as essential workers in the pandemics. Maintaining the balance between family and career would affect a nurse capacity in managing stress during the covid-19 pandemics. On the other hand, work-life balance has an impact on employees' organizational commitment. This research aims to explore work-life balance's role, especially concerning employees' organizational commitment. This study observes nurses in Makassar city, Indonesia. In order to understand the impact of job stress on organizational commitment and to see the role of work-life balance, this study used mediated regression test. The result showed that work-life balance plays an essential role in mediating the relationship between job stress and organizational commitment on nurses. The direct effect of job stress with controlled work-life balance is not significant ($p > 0,05$). The indirect effect was at -0,2165, which is significant because it does not pass 0 on the bootstrap confidence interval. The significant indirect effect indicates that job stress influences organizational commitment due to declining work-life balance.

ABSTRAK

Work-life balance merupakan salah satu isu strategis yang saat ini dihadapi pekerja termasuk perawat. Adanya keseimbangan antara keluarga dan karir akan berdampak pada kemampuan perawat untuk mengatasi stres yang dihadapi selama pandemi covid-19. Pada satu sisi, work-life balance juga berpengaruh terhadap komitmen organisasi pada karyawan. Oleh karenanya, penelitian ini bertujuan untuk melihat bagaimana peran work-life balance jika dikaitkan dengan stres kerja dan komitmen organisasi perawat. Penelitian ini dilakukan pada perawat di Kota Makassar. Uji regresi mediasi dilakukan untuk melihat seberapa besar pengaruh dari stres kerja terhadap komitmen organisasi dan menguji peran dari work-life balance. Penelitian ini menunjukkan work-life balance memegang peranan dalam memediasi hubungan antara stres kerja dan komitmen organisasi perawat. Direct effect stres kerja dengan mengontrol work-life balance tidak signifikan ($p > 0,05$). Indirect effect sebesar -0,2165, karena tidak melewati angka 0 (nol) pada bootstrap confidence interval maka indirect effect signifikan. Karena indirect effect signifikan dapat disimpulkan bahwa stres kerja mempengaruhi komitmen organisasi karena semakin menurunkan work-life balance.

INTRODUCTION

The Covid-19 pandemic has a significant effect on various aspects of human life. One of the most affected by the pandemic is the healthcare sector. Compared to the other healthcare workers in a hospital, nurses have the highest headcount. Nurses play a vital role in providing healthcare service in a hospital as they directly engage with the patient 24 hours a day (Soeroso & Widyastuti, 2003). Nurses become the underlying factor in determining the quality of service and the hospital's image, which is why nurses are required to perform their job professionally while showing care and empathy towards their patients. The expectation for every organization is to manage and train their nurses to feel comfortable in their job and to develop good reciprocity between what they earned and what they sacrificed for the organization. Meeting those expectations would lead to a desirable impact for the organization so that nurses would have a high commitment to the organization (Arthur, 1994). Organizational commitment is a psychological construct that characterizes the relationship between an organization and its member and influence individuals decision to continue their membership in the organization. Fu & Chen (2015) states that employee with high organizational commitment generally develops a decent attendance and performance record, exhibits a willingness to be loyal to company policy, has a lower turnover level, and shows high productivity, job satisfaction and motivation.

An employee with high organizational commitment has a different attitude compared to those with lower organizational commitment. High organizational commitment would lead to good work performance, a good attendance record, and lower turnover. An employee with high organizational commitment tends to have higher productivity (Iresa, 2015). Conversely, low commitment in nurses would result in many disadvantages for the organization. Some of them include higher company expense and discontinued patient care, and an adverse impact on work satisfaction and safety for the nurses and other healthcare workers, as well as customer's satisfaction and loyalty which would influence their perception towards the service quality (Khatibi et al., 2009). Several factors influence organizational commitment. One of them is job stress. Research by Iresa (2015) shows that job stress on employees would lower their organizational commitment. Further research by Khatibi et al. (2009) shows that job stress might cause the decline of individual dependency on the organization and increase the tendency to be indifferent in their service, which would affect their level of attendance.

Workers in the healthcare sector have their main priority sets on providing top healthcare service for every patient. However, they often must struggle with the limitations in the facilities and infrastructures available for them. Not often, this kind of limitation brought stress for the healthcare workers, including doctors and nurses (Natasya, 2014). Based on a survey held by Indonesian National Nurses Association in 2006, as much as 50,9% of nurses who work in four different provinces in Indonesia shows stress at work. Nurses' job stress is then increased since the Covid-19 pandemic (Handayani et al., 2020). According to Robbins (2018), job stress could be affected by three main factors. The first is the environmental factor which consists of uncertainties in economics, politics, and the technology sector. The next factor is the individual factor, which comes from family, financial, and personality factors. The third factor is the organizational factor. The organizational factor consists of demands from work, role, interpersonal relationships, the structure of the organization, and organizational leadership.

Further research on nurses by Handayani et al. (2020) shows that the cause of job stress on nurses during the pandemic were work demands, worry of being contracted with Covid-19, being far away from family, and negative stigma as virus carriers.

The survey held by American Psychological Association in 2011 also found that one factor that causes stress on employees is their personal affairs that distract them during work hours. Research by Fauzi (2018) on female nurses found a negative relationship between work-life balance and job stress. This research elaborates how the higher the work-life balance level felt by the nurse, the lower the job stress they experience. Conversely, as nurses' work-life balance declines, their job stress experience increases. Other research also shows how work-life balance can become a valid predictor for job stress variables. The correlation between work-life balance and job stress is negative, which indicates that the higher the work-life balance, the lower the job stress level. Conversely, the lower the work-life balance, the higher the job stress (Nurendra & Saraswati, 2016). On the one hand, Akanji's (2012) research results show a strong and significant relationship between the work-life balance on organizational commitment for working women. Findings from research by Azeem & Akhtar (2014) on employees of Saudi Arabian Hospital shows a positive and significant correlation between the work-life balance on employees' commitment. The results indicate that work-life balance and job satisfaction are essential in developing and improving organizational commitment among healthcare workers. Work-life balance contributes to employee involvement depicted in job satisfaction and organizational commitment, which would lead to better contribution on productivity level and lower organizational turnover. For that reason, through this research, the author intends to understand the impact of job stress on organizational commitment and how work-life balance play its role in that relationship. This research aims to provide insight to tackle the strategic issue experienced by healthcare workers, specifically nurses, and provide recommendations on efforts that can be adopted to manage and improve nurses' mental health, especially in dealing with high work demands during the pandemic.

RESEARCH METHOD

This research uses a quantitative approach involving three variables: job stress as the independent variable, organizational commitment as the dependent variable, and work-life balance as the mediator variable. Nurses' work-life balance is defined as their capability to maintain the balance between work demands and their personal and family relationships to minimize any disruption or conflict in their personal lives and improve their performance in fulfilling their roles in their work and personal lives. Measurement of work-life balance is obtained from the work-life balance measurement scale, which consists of work-life balance dimensions by Fisher, Bulger, and Smith (2009). The dimensions are Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), Personal Life Enhancement of Work (PLEW), and Work Enhancement of Personal Life (WEPL). This measurement scale was previously adapted to the Indonesian language by Umar (2019) and went through Confirmatory Factor Analysis (CFA) construct test, which results in a model fit, CFI = 0,90, RMSEA = 0,07 with positive loading factor and t-value of <1,96. Furthermore, the reliability test on the scale resulted

in a Cronbach's Alpha value of 0,882. The Cronbach Alpha value indicates that the work-life balance scale is valid and reliable in measuring work-life balance variables.

Organizational commitment is the nurse's attitude towards the organization in which the nurse felt a personal involvement in determining the success and advances of the organization and a willingness to remain in the organization. Organizational commitment is measured using organizational commitment dimensions by Mowday et al (1979). The dimensions are identification, involvement, and loyalty. The organizational commitment scale uses the scale previously used by Suherlan (2017), which has an index of validity ranging from 0,5 to 1. Furthermore, the reliability test on the scale resulted in a Cronbach's Alpha of 0,899, meaning this scale is deemed valid and reliable in measuring organizational commitment. Job stress in this research refers to the nurses' reaction towards pressures endured from the working environment and condition that affects their emotion, thought process, and work performance. Job stress is measured through dimensions of job stress based on French et al. (2000), which consists of the patient and the patient's family, work demand, problem with supervisor, uncertainties in treatment, conflicts with the doctors, death and agony, discrimination, problem with coworkers, and inadequate preparation. This scale was previously adopted by Buranda (2016), which results in a validity coefficient ranging from 0,50 to 0,83. Furthermore, the reliability test shows a Cronbach's Alpha value of 0,859, which confirms the validity and reliability of the scale in measuring nurses' job stress. The population of this research is nurses in Makassar City, South Sulawesi, Indonesia. Based on BPPSDM Kesehatan (2020), it is known that the population of nurses in Makassar are 1497 nurses from 50 different hospitals. The sampling was conducted using the cluster random sampling method, in which a random hospital is selected from the 50 hospitals in Makassar to decide the sampling location. The sample data for this research is obtained from 123 nurses out of 164 nurses in hospital X in Makassar.

RESULTS AND DISCUSSION

Table 1. Demographic Data (N = 123)

Variable	Classification	Amount	Percentage
Gender	Male	18	14,63 %
	Female	105	85,37 %
Age	21-25	23	18,70 %
	26-30	58	47,15 %
	31-35	17	13,82 %
	36-40	14	11,38 %
	>40	11	8,94 %
Years of Work	1-5 years	62	50,41 %
	6-10 years	34	27,64 %
	11-15 years	9	7,32 %

Variable	Classification	Amount	Percentage
	16-20 years	6	4,88 %
	>20 years	12	9,76 %
Marital Status	Single	66	53,66 %
	Married	57	46,34 %
Employment Status	Contract	22	17,89 %
	Permanent	101	82,11 %

Based on the characteristics of the demography shown in Table 1, the majority of the participants are female (85,37%), aged 26-30 years old (47,15%), have worked for 1-5 years (50,41%), and those with permanent employment status (82,11%). Next step, based on mean and standard of deviation (SD), each variable can be categorized as shown in Table 2. From Table 2, we can see the categories with the highest percentage for each variable. The majority for job stress was in the high category, the organizational committee was in the moderate category, and work-life balance was in the high category.

Table 2. Categorisation of Job stress, Work Commitment, and Work-Life Balance

Variable	Classification	Amount	Percentage
Job stress	Very low	11	8,94 %
	Low	20	16,26 %
	Moderate	40	32,52 %
	High	52	42,28 %
	Very high	0	0 %
Organizational Commitment	Very low	8	6,50 %
	Low	34	27,64 %
	Medium	39	31,71 %
	High	37	30,08 %
	Very High	5	4,07 %
Work-life Balance	Very Low	14	11,38 %
	Low	22	17,89 %
	Medium	29	23,58 %
	High	56	45,53 %
	Very High	2	1,63 %

Next, a hypothesis test is conducted using the mediation process regression test by Hayes. This test was performed through the bootstrapping method, where resampling was performed on every actual sample. In this research, this bootstrapping step involves 5000 numbers of bootstrap samples. This procedure is deemed strong enough and even performs better than data transformation (Field, 2013). The following process shows the relationship

between the independent and the mediating variable, the mediating variable and the dependent variable, and the independent variable on the dependent variable by controlling the intervening variable.

Table 3. Job stress Influence on Work-life Balance Hypothesis Test Result

Model	Coeff	se	t	p	LLCI	ULCI	Standardized coeff
Constant	99,445	12,157	7,559	0,000	73,398	125,492	
SK	-0,358	0,106	-3,383	0,001	-0,568	-0,149	-0,294

Based on Table 3, we can see that job stress has a negative influence on work-life balance with a coefficient of -0,358 and significance of $p = 0,001$. On the other hand, the lower level confidence interval is at -0,568, and the upper level confidence interval is at -0,149. These confidence intervals did not pass 0, indicating that job stress has a negative and significant influence on work-life balance.

Table 4. Job stress and Work-Life Balance Influence on Organizational Commitment Hypothesis Test Result

Model	Coeff	se	t	p	LLCI	ULCI	Standardized coeff
Constant	65,094	18,473	3,524	0,001	28,518	101,670	
SK	-0,205	0,128	-1,597	0,113	-0,458	0,049	-0,130
WLB	0,604	0,105	5,745	0,000	0,396	0,813	0,468

As shown in Table 4, work-life balance has a positive influence on organizational commitment with a coefficient of 0,604 and a significance of $p = 0,001$. In Table 4, we can also see the lower level confidence interval is 0,396 and upper level confidence interval of 0,468. The confidence interval did not pass 0, which means work-life balance has a positive and significant influence on organizational commitment. On the other hand, a different result was shown for job stress on the organizational commitment, which was insignificant after controlling work-life balance ($p > 0,05$).

Table 5. Total Effect and Direct Effect of Job stress on Organizational Commitment Hypothesis Test Result

	Effect	se	t	p	LLCI	ULCI	c'_cs
Total effect of X on Y	-0,421	18,473	3,524	0,001	28,518	101,670	
Direct effect of X on Y	-0,205	0,128	-1,597	0,113	-0,458	0,049	-0,130

Table 5 shows the relationship between job stress and organizational commitment. Generally or in total, job stress on work-life balance significantly and negatively influences organizational commitment with the coefficient of -0,421 ($p = 0,001$). This result is different from the direct effect of job stress by controlling work-life balance, where the relationship is insignificant ($p > 0,005$). The indirect effect of job stress on organizational commitment can be

observed further in Table 6. Hayes (2018) argues that the mediation model takes place if the indirect effect is significant. The indirect effect was at -0,2165, which was lower than 0 on the bootstrap confidence interval, which means that the indirect effect is significant. The significant indirect effect helps conclude that job stress influences organizational commitment as it reduces the work-life balance.

Table 6. Indirect Effect of Job stress on Organizational Commitment

	effect	Boot SE	BootLLCI	BootULCI
WLB	-0, 216	0,074	-0,376	-0,086

The diagram in Figure 1 describes the mediation model of the three variables.

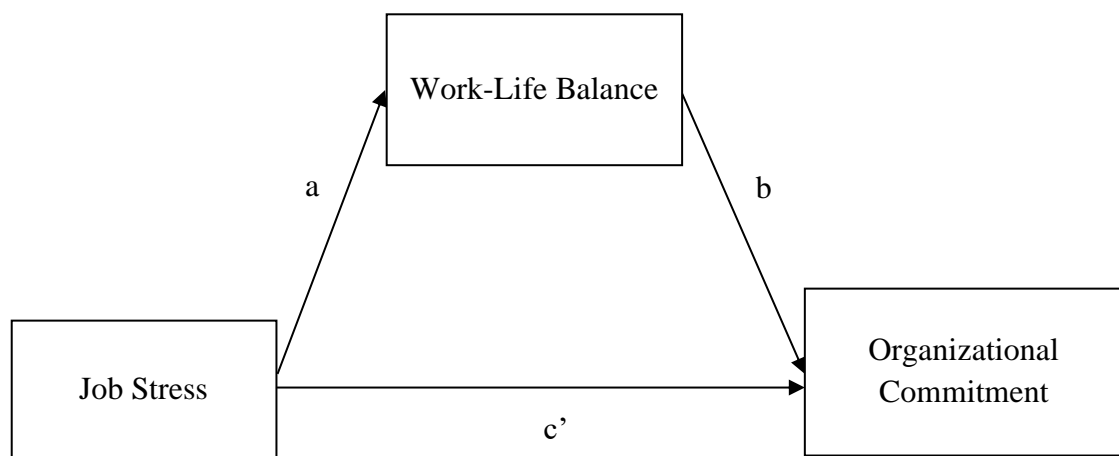


Figure 1. Mediation Model

This research shows that work-life balance is crucial in mediating the relationship between nurses' job stress and organizational commitment. This result is in line with previous research by Elangovan (2001), which shows that job stress does not affect organizational commitment directly. This result is also supported by longitudinal research conducted by Abdelmoteleb (2019), which shows the existence of intervening variable that plays a role in explaining the relationship between job stress and organizational commitment.

Several research results show that job stress correlates with and significantly influences organizational commitment (Bhatti et al., 2016; Wang et al., 2020). However, this research shows that there is no direct influence of job stress on organizational commitment on nurses by controlling work-life balance. Work-life balance has a role in how individuals deal with their work, where individuals capable of balancing their roles would be able to direct their physic and psych to give better response on both their work and personal life (Shabir & Ganai, 2020). This argument is also supported by other researches, which show that work-life balance is one crucial factor that could help nurses and female workers to stay in an organization (Akter et al., 2019; Li, 2018; Rumangkit & Zuriana, 2019). During the pandemic, nurses experience high job stress. A large number of patients, the rising negative stigma related to Covid-19, death risk, and many uncertainties had caused nurses to experience significant stress from work. The result also

shows that 42% of nurses experience a high level of job stress. This result is in line with other research findings (Musu et al., 2021; Oktari et al., 2021). The high level of job stress is degrading the work-life balance of nurses. When nurses feel pressured, anxious, or stressed due to immense work pressure, their work-life balance worsens and increases conflict between personal and work life. Job stress experienced by nurses could result in conflict and incapability in fulfilling their role in a balanced manner (Bansal et al., 2020).

The above findings support the Spillover theory by Bell et al. (2012). The spillover theory states that an individual's emotion, skills, and attitude resulted from a domain (work or personal life) would spill over to the other domain. This research shows that the job stresses that the nurses experienced during the pandemic were troubling the nurses in balancing their work and personal life. In the end, this imbalance would raise conflicts between the nurses' work and personal life. Those conflicts would lead to a high turnover rate and reduce nurses' commitment to their organization. Conversely, a nurse with a decent work-life balance would experience happiness in carrying out their role. That feeling would push individuals to achieve their goals and build commitment with their organization (Wegner & Hollenbeck, 2010). Other findings in this research also show that female nurses experience higher job stress than their male counterparts. The same pattern happens in the description of work-life balance on women and men. This finding is in line with other research performed by Solanki and Mandaviya (2021), which shows that job stress on work-life balance is significantly stronger on women. Nonetheless, this matter deserves further exploration, considering the low number of male participants in this research.

CONCLUSION

This research shows that work-life balance could become an effective mediator for job stress influence on organizational commitment on nurses. The high job stress could cause difficulties for nurses in balancing their roles in personal and work life, leading to a decline in their organizational commitment. This research has contributed empirical evidence about the role of work-life balance as a full mediator on job stress influence on nurses' organizational commitment. Nevertheless, this research is a cross-sectional study. A longitudinal research design could be further explored in order to obtain a more comprehensive causality of the relationship. Furthermore, the role of gender could also become a factor to be controlled to observe how gender plays a role in the causality relationship between the three variables.

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