

THE IMPACT OF JOB STRESS, ROLE AMBIGUITY, WORK-LIFE IMBALANCE, WORK ENVIRONMENT, AND PERCEIVED ORGANIZATIONAL SUPPORT ON ORGANIZATIONAL COMMITMENT (Case Study Of Nurses At Private Hospital X In Central Jakarta During 2023)

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ABSTRACT

Healthcare delivery depends heavily on nurses. Nursing staff organizational commitment levels are closely related to the efficiency and standard of care that healthcare facilities deliver. One of the elements that affects an employee's retention is their level of organizational commitment. Private hospital X in Central Jakarta had a problem retaining its health workers, which shows a lack of employee commitment to the organization. The purpose of this study was to determine the effect of job stress, role ambiguity, work life imbalance, work environment, and perceived organizational support on organizational commitment. In this study, the cross-sectional method is used to get quantitative data from an online questionnaire. The questionnaire was modified based on pre-existing questions from earlier literature. Data were gathered purposefully from a group of 160 permanent nurses who had worked at private hospital X for at least one year using a non-probability sampling technique. PLS-SEM software was then used to analyze it. The results showed that job stress, role ambiguity, work-life imbalance, work environment, and perceived organizational support affect organizational commitment among nurses in Private Hospital X in Central Jakarta. The study is anticipated to offer guidance for the hospital to improve the organizational commitment of its nurses.

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1. INTRODUCTION

Nurses are important for hospitals, but keeping nurses in the organization remains a challenge. Organizational measures must be implemented in order to ensure a highly committed and dedicated nursing staff, also to promote nurse retention. Hospitals frequently struggle to retain health workers, particularly nurses, due to a lack of organizational commitment (Labrague et al., 2018). High nurse turnover can hinder hospital efficiency. Indonesian hospitals have a problem retaining their health workers, according to several research studies. Hospital X Mimika Regency had a 16.34% turnover rate (Matande et al., 2022), RSIA NUN Surabaya had 22.2% (Kartika, 2018), and Private Hospital X in Lumajang had 13–35%. (Dewanto & Wardhani, 2018).

High employee turnover occurs when more than 10% of workers leave in a year (Wibowo et al., 2021). In the prior five years, from 2018 to 2022, Private Hospital X in Central Jakarta also had a high nurse turnover rate, ranging from 17.7% to 26.1%. High nurse turnover rates can hinder the hospital sector's ability to operate at peak efficiency. To better retain nursing personnel, organizational commitment must be increased (Labrague et al., 2018).

Although research on organizational commitment has been well-known in organizational behaviour this decade, there is no research model that combines job stress, role ambiguity, work-life balance, the workplace, and perceived organizational support on organizational commitment in the health care sectors. This study examines type B private hospital nurses in Central Jakarta. Four previous studies were combined to create this study model. (Albihied & Alzghaibi, 2022; Matande et al., 2022; Poku et al., 2022; Nali et al., 2020). This study aims to further investigate the effect of job stress, role ambiguity,

work life imbalance, work environment, and perceived organizational support on nurses' organizational commitment.

2. LITERATURE REVIEW

A. *Organizational Commitment*

Organizational commitment is a strong will from employees to stick with the company, accomplish its objectives, and accept its values (Matande et al., 2022). Nurses play a significant part in the community's access to healthcare. Organizational commitment has an effect on employee retention in the nursing field. Those nurses who are committed to their organizations are less likely to want to quit their employment (Al Haroon et al., 2020). Job satisfaction, organizational support, and a supportive workplace environment were also mentioned as factors in earlier research that influenced nurses' organizational commitment (Matande et al., 2022; Gaudet & Tremblay, 2017; Al Haroon et al., 2020)

B. *The relationship between Job Stress and Organizational Commitment*

Job stress can exhaust employees mentally or physically (Ahn & Chaoyu, 2019). Nurses are health workers who have heavy jobs. Indonesian nurses experience moderate-to-severe stress. This is due to excessive workload, too many shifts, individual factors, and a lack of support from the company (Dewanto, 2018). Job stress can affect most workers' health, lower work productivity, and lower company performance. Job stress also has a negative effect on organizational commitment among nurses (Na li et al., 2020; Naori & Soltani, 2017)

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

C. *The relationship between Role Ambiguity and Organizational Commitment*

Role ambiguity occurs when a worker lacks the knowledge to perform their duties (Alblihied & Alzghaibi, 2022). Uncertain company standards, procedures, and worker comprehension can cause role ambiguity. This can happen because the organizational structure is not good at conveying the work roles of its workers (Hoseini et al., 2021). Lack of training, communication issues, supervision, support, organizational culture, practice conditions, and expertise can lead to role ambiguity in nurses (Cengiz et al., 2021). Work ambiguity has been shown to lower organizational commitment, work engagement, and turnover intention in nurses (Hoseini et al., 2021).

H2: Role ambiguity has a negative effect on organizational commitment.

D. *The relationship between Work-life Imbalance and Organizational Commitment*

An unbalanced connection between work and personal life is referred to as "work-life imbalance" (Alblihied & Alzghaibi, 2022). The demands of a nurse's work are high in the medical field. Previous studies have shown that nurses spend too much time at work, which can have an impact on their personal, social, family, and professional lives (Shabir & Ganai, 2020). Work-life imbalance can decrease output, stress, and health, which can affect an organization's success. According to prior studies, keeping a work-life balance is essential to preserving harmony at work (Alblihied & Alzghaibi, 2021; Matsuo et al., 2021). Several studies have shown that work-life imbalance is negatively related to organizational commitment in nurses at the hospital (Choo et al., 2016; Shabir & Ganai, 2020).

H3: Work-life imbalance has a negative effect on organizational commitment.

E. *The relationship between Work Environment and Organizational Commitment*

The work environment is everything that surrounds employees and may interfere with their ability to complete duties (Poku et al., 2022). In Indonesia, a developing nation, nurses work in a demanding environment. According to earlier studies, nurses who work in a positive environment will have reduced turnover intentions, lower burnout, and improve the quality of care. A positive work environment is one that supports nurses' ability to function effectively and productively. (Wei et al., 2018). Previous research has shown that there is a positive relationship between the work environment and organizational commitment in nurses at the hospital (Agyemang et al., 2013 and Rohail et al., 2017)

H4: Work environment has a positive effect on organizational commitment.

F. *The relationship between Perceived Organizational Support and Organizational Commitment*

Perceived organizational support indicates how much companies value workers and care about their well-being (Matande et al., 2022). Organizational support can help workers create a positive work

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atmosphere to improve organizational functions. Employee commitment and engagement in a company are a result of perceived organizational support (Chen et al., 2017). When employees receive fair compensation, encouraging superiors, and choices that are respected by superiors, they will perceive organizational support (Hobfoll et al., 2018). According to studies by Aboramadan et al., (2020) and Razzaq et al., (2019), perceived organizational support influences organizational commitment in a positive way.

H5: Perceived organizational support has a positive effect on organizational commitment.

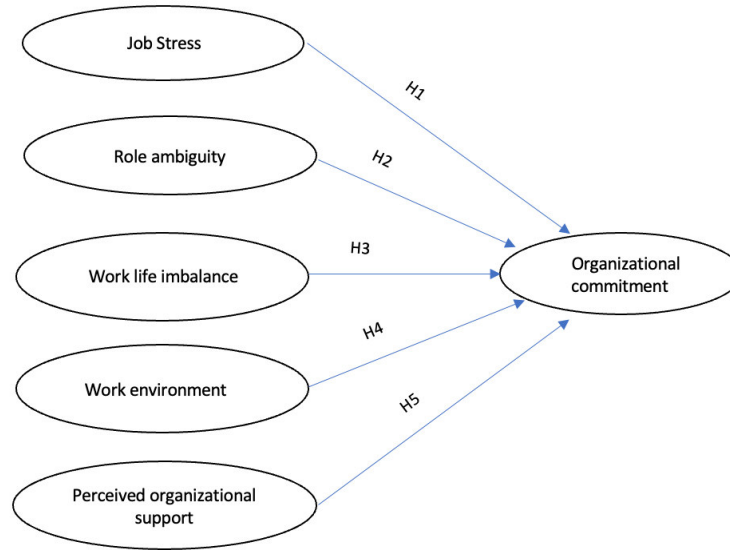


Figure 1. Research Model

3. METHOD

This research used a cross-sectional data approach with quantitative data through an online survey (Bougie & Sekaran, 2020). The dependent variable of this study is organizational commitment. On the other hand, the independent variables are job stress, role ambiguity, work life imbalance, work environment, and perceived organizational support (Alblihed & Alzghaibi, 2022; Matande et al., 2022; Poku et al., 2022, Nali et al., 2020).

The sample for this research consisted of 160 regular nurses with a minimum of one year of experience working at Private Hospital X Central Jakarta. The sampling procedure was executed with a non-probability sampling technique in a purposeful way (Bougie & Sekaran, 2020). When calculating samples for the Partial Least Square Structural Equation Model (PLS-SEM), the sample to variable ratio, inverse square root technique, and G-power are frequently used. The calculation showed a minimum sample size for this research of between 75 and 160 (Memon & Ting, 2020; Kock & Hadaya, 2018; Hair et al., 2019).

The questionnaire was adapted from previous studies and modified to suit the study requirements. In order to simplify the language used so respondents understand easily, the questionnaire has been translated into local language, bahasa Indonesia. The questionnaire used a five-scale Likert scale including (1) Strongly disagree, (2) Disagree, (3) Neutral, (4) Agree, and (5) Strongly Agree (Bougie & Sekaran, 2020). Job stress, job ambiguity, and work-life imbalance questions were adapted from Alblihed & Alzghaibi (2022) and Ojekou & Dorothy (2015); work environment questions were adapted from Poku et al., (2022); perceived organizational support questions were adapted from Matande et al., (2022) and Cheng et al., (2018). As a dependent variable, organizational commitment question was adapted from Matande et al., (2022) and Gaudet & Tremblay (2017).

PLS-SEM was used in this study's analysis, which included both an outer and an inner model. The outer model analysis was used to examine the data's validity and reliability. There are four items to monitor in outer model analysis, namely convergent validity, discriminant validity, composite reliability, and cronbach alpha. The inner model or structural model is then put to the test. To do this, we first test for collinearity using the variance inflation factor (VIF), and then we test the model using R-square.

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Finally, a T-values test using the bootstrapping technique was used to determine the significance of the hypotheses. (Hair et al., 2021; Memon et al., 2021).

The hospital's director had already given the permission for the research's sample collection. In order to make sure that research samples are aware of the data being gathered and their intended uses, authors also obtained informed consent from every research sample.

4. RESULT AND DISCUSSION

All the respondents are full-time nurses, with 14% males and 86% women. Respondents varied in age from 20 to 50, with the majority being between 20 and 30. Based on length of service, there were no respondents who worked 1 year; 77% of nurses worked for 1-4 years; and 23% of nurses worked > 4 years. A preliminary study using 30 respondents excluded from the actual study. All indicators for the preliminary study are valid and reliable. The following test was then administered to 160 respondents for the actual research.

A. Outer Model

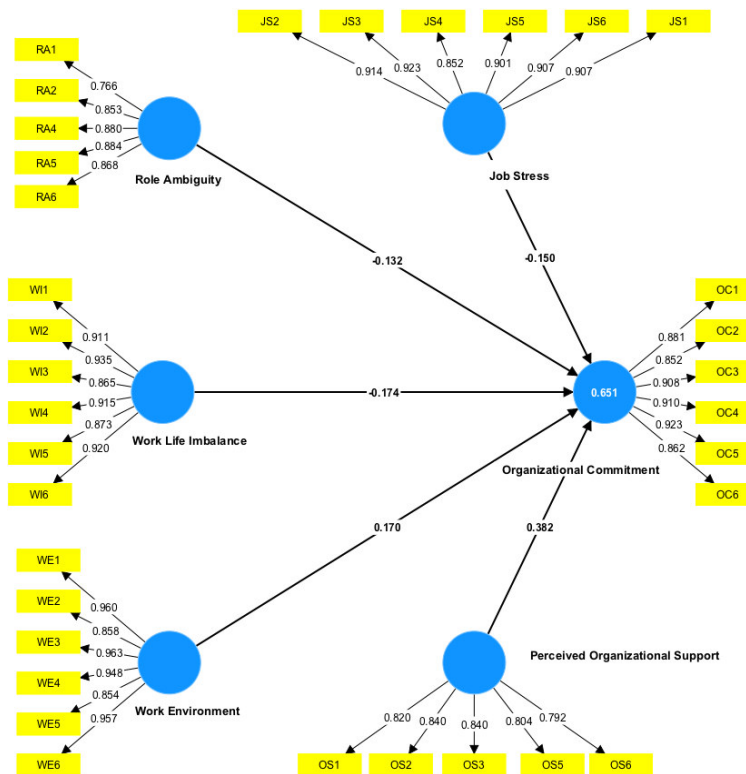


Figure 2. Outer Model

The measurement consists of convergent validity, discriminant validity. Convergent validity according to AVE > 0.5 (Hair et al., 2021). All variables are valid because AVE for job stress (0.812), organizational commitment (0.792), perceived organizational support (0.761), role ambiguity (0.724), work environment (0.855), and work life imbalance (0.816). All loading factors and 39 indicators also meet the criteria above 0.7.

Table 1. Discriminant Validity

	JC	OC	OS	RA	WE	WI
Job Stress (JC)						
Organizational commitment (OC)	0.685					
Perceived Organizational Support (OS)	0.649	0.751				
Role Ambiguity (RA)	0.796	0.675	0.619			

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Work Environment (WE)	0.242	0.464	0.457	0.235	
Work-life imbalance (WI)	0.832	0.692	0.666	0.813	0.210

The value of the HT/MT ratio for the discriminant validity test, where the ratio value of each variable is found to be less than 0.9, can be seen in the table above. Based on these data, it can be concluded that all the indicators in this research model have been properly discriminated. It can be interpreted that these indicators can specifically measure their constructs, allowing all variables to pass the validity test.

Table 2. Reliability Test

Variabel	Cronbach's Alpha (> 0.7)	Composite Reliability (>0.7)
Job stress	0.953	0.956
Organizational commitment	0.947	0.950
Perceived organizational Support	0.883	0.908
Role Ambiguity	0.904	0.906
Work Environment	0.965	0.966
Work-life Imbalance	0.955	0.956

From the table above, it can be seen that the Cronbach's Alpha and composite reliability values for all variables in this study were above 0.7 as required (Hair et al., 2019; Hair et al., 2021). Therefore, it can be concluded that all the variables in this study have passed the reliability test.

B. Inner Model

Variance Influence Factor (VIF) test shown all variables value <5. The job stress variable has a VIF value of 3.216, while perceived organizational support is 2.078, role ambiguity is 2.734, work environment is 1.295, and work-life imbalance is 3.440. This means all the variables do not have a high degree of collinearity. Then the result of the R squared number of variants of the construct explained by the model shown is 0.639, or 63.9%. This means the percentage of organizational commitment can be explained by job stress, perceived organizational support, role ambiguity, the work environment, and work-life imbalance to the tune of 63.89% (moderate). Because the direction of influence of the hypothesis has been clearly stated as "positive" or "negative", the appropriate statistical test is one-tailed (Hair et al., 2019). The hypotheses testing results of this study, which employed the Smart PLS 4 bootstrapping method, are shown in the accompanying table.

Table 3. Hypoteses testing

Hypotheses	Path Coefficient	T Statistics	P-Value	Decision
H1: Job Stress → Organizational commitment	-0.150	2.238	0.013	Supported
H2: Role Ambiguity → Organizational commitment	-0.132	1.892	0.030	Supported
H3: Work-life imbalance → Organizational commitment	-0.174	1.740	0.041	Supported
H4: Work Environment → Organizational commitment	0.170	3.861	0.000	Supported
H5: Perceived Organizational Support → Organizational commitment	0.382	4.037	0.000	Supported

If the T-statistic value exceeds the T-table (1.645) at a significance threshold of 5% (p-value = 0.05), it is said that there is a significant effect. The correlation of the variable's path coefficient indicates whether it has a positive or a negative impact (Hair et al., 2019).

The first hypothesis with the statement job stress has a negative effect on the organizational commitment on nurse in private hospital X Central Jakarta, has a T statistic of 2.238, p-value of 0.013, and negative path coefficient. The first hypothesis is supported by Nali et al., (2020) and Naori & Soltani (2017) under the stated conditions.

The second hypothesis, role ambiguity has a negative effect on the organizational commitment of a nurse in a private hospital X in Central Jakarta, has a T statistic of 1.892, p-value of 0.030, and a negative path coefficient. Based on the conditions, this hypothesis is accepted and supported by the research from Cengiz et al., (2021) and Hoseini et al., (2021).

The third hypothesis, that work-life imbalance has a negative effect on the organizational commitment of a nurse in a private hospital X in Central Jakarta, has a T statistic of 1.740, a p-value of 0.041, and a negative path coefficient. Based on the specified conditions, it can be concluded that the third hypothesis is accepted and supported by previous research from Choo et al., (2016) and Shabir & Ganai (2020).

The fourth hypothesis, work environment positively affects organizational commitment of a nurse in a private hospital X in Central Jakarta," has a T statistic of 3.861, a p-value of 0.000, and a positive path coefficient. Based on the conditions, Rohail et al. (2017) and Agyemayang et al., (2013) confirm the fourth hypothesis.

The fifth hypothesis, perceived organizational support has a positive effect with organizational commitment on nurses in private hospital X Central Jakarta, has a T statistic of 4.037, a p-value of 0.000, and a positive path coefficient. Based on the conditions, Matande et al., (2022) and Aboramadan et al., (2020) confirm the fifth hypothesis.

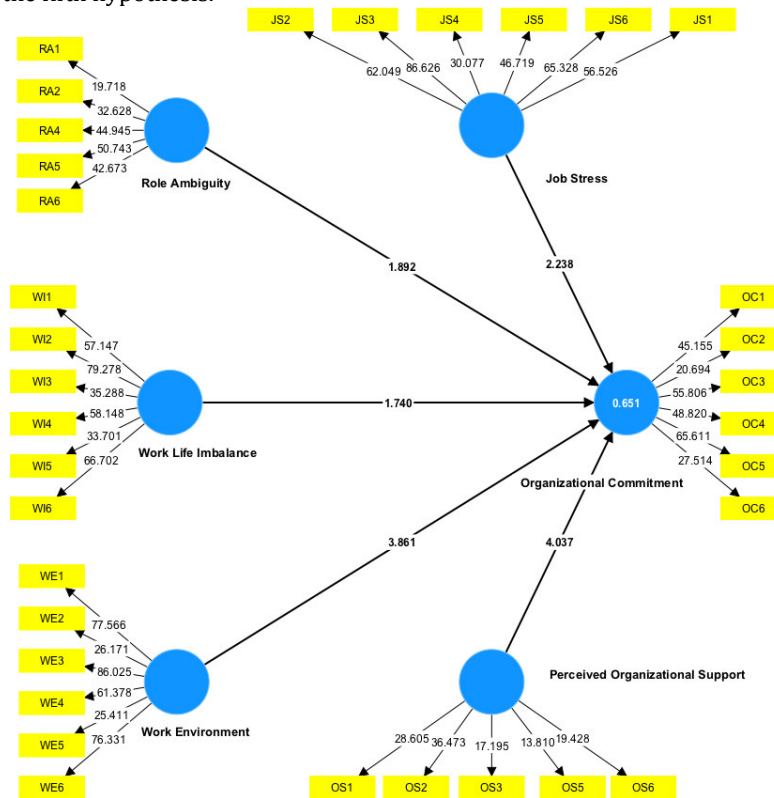


Figure 3. Final Model

DISCUSSION

Organizational commitment is an important management element that determines nurses’ work performance, productivity, impact on organizational effectiveness, and retention of nurses (Labrague et al., 2018). Furthermore, there are factors that can affect nurses’ organizational commitment, such as job stress, role ambiguity, work-life imbalance, work environment, and perceived organizational support (Alblihed & Alzghaibi, 2022; Matande et al., 2022; Poku et al., 2022, Nali et al., 2020).

Job stress has a negative effect on organizational commitment. Organizational commitment suffers when workers are under job stress. High-stress workers have a tendency to be less dedicated to their company. Increased absenteeism, lower work satisfaction, and nurse turnover may occur because of job

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stress. Nurses will improve organizational commitment by overcoming work stress. (Nali et al., 2020; Naori & Soltani, 2017).

Role ambiguity has a negative effect on organizational commitment. Task completion can be challenging for employees who experience role ambiguity. Role ambiguity frequently results in work burnout, performance deviation, and decreased organizational commitment (Alblihed & Alzghaibi, 2022).

Work-life imbalance has a negative effect on organizational commitment. Nurses have tough job demands in the health sector. According to a previous study, nurses spend too much time at work, which affects their personal, social, family, and work lives. (Shabir & Ganai, 2020). Work-life imbalance can cause stress, boredom, decreased productivity, and affect organizational commitment (Alblihed & Alzghaibi, 2022).

Work environment has a positive effect on organizational commitment. A positive working environment is one that fosters nurses' capacity for efficient and effective performance. The organizational commitment of nurses will grow in a positive work atmosphere. (Wei et al., 2018).

Lastly, perceived organizational support has a positive effect on organizational commitment. In order for employees to feel supported and valued by the company, their needs for respect, approval, and social identity must be taken into account. When a company supports its employees, they are more likely to feel positively about it (Matande et al., 2022).

5. CONCLUSION

This study found that job stress, role ambiguity, work-life imbalance, the work environment, and perceived organizational support all affect organizational commitment. Job stress, role ambiguity, and work-life imbalance negatively affect the Central Jakarta private hospital nurses' organizational commitment. Moreover, the work environment and perceived organizational support positively affect nurses' organizational commitment.

This study fills the gap of the limited studies conducted regarding the identification of the factors that can increase organizational commitment among nurses in private hospital type B in Jakarta. In order to improve organizational commitment among employees, particularly nurses, this research offers managerial implications for hospital management and health policymakers. Nurses in private hospital X will stick with the company, achieve its goals, and uphold its principles if there is organizational commitment.

This study has several limitations, including: 1) a small sample size because this study was only empirically tested in one private hospital in Central Jakarta using purposive sampling, which can limit its ability to be generalized; 2) Because this study only used an online questionnaire, we can't be sure of the respondent's health, emotional state, or attitude during the survey-taking process, which could affect the results. Therefore, with the limitations of the research above, this study has several suggestions for future research, namely: 1) conducting additional research at more than one hospital in cities with sufficient human resources to allow a larger sample size and increase the ability to generalize findings to a larger population and 2) conducting additional research on nurses in an organization through semi-structured, in-depth interviews in order to obtain more accurate research results.

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