

Effect of Organizational Commitment and Organizational Justice on Employee Performance with Work Stress as an Intervening Variable in the General Department of PT. Indonesia Asahan Aluminum (Inalum) Kuala Tanjung, North Sumatra

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ABSTRACT

This study aims to determine the effect of organizational commitment and organizational justice on employee performance with work stress as an intervening variable in the General Department of PT. Indonesia Asahan Aluminum (Inalum) Kuala Tanjung, North Sumatra. The analysis used was intervening analysis. The samples in this study were 84 respondents. Research year 2020. The type of data in this study is primary data. The sample selection method is purposive sampling method, and data processing uses SPSS software. The result of this research is that organizational commitment has a negative and significant effect on work stress. Organizational justice has a negative and significant effect on work stress. Organizational commitment has a positive and significant effect on employee performance. Organizational justice has a positive and significant effect on employee performance. Work stress has a negative and insignificant effect on employee performance. Organizational commitment has a positive and insignificant effect on employee performance through work stress. Organizational justice has a positive and significant effect on employee performance through work stress.

Keywords: Organizational Commitment, Organizational Justice, Work Stress, Employee Performance

INTRODUCTION

Performance is a term in the human resource management literature. In general, the term performance is intended as the result of work. In some literatures, performance is also referred to as work performance or work productivity, which is interpreted as the level of work obtained for work performed by individuals. For work carried out to fulfill what is desired for the implementation of a job. The results of this work or work performance will later lead to how much the individual has achieved so that it can affect the quality of individual work in the organization, which as a whole will also have an impact on the quality of work of the institution / organization / company in a certain period of time.

Performance describes the achievement of the results of carrying out completed tasks. The performance at institutions/organizations/describes the achievement of results in order to realize the goals of the institution/organization.

According to Mathis and Jackson (2016), performance describes what employees produce. The employee performance elements include the following:

- 1) Quantity of results,
- 2) Quality of results,

- 3) Timeliness of results, and
- 4) Attendance.

According to Bernardin and Russel in Ruky (2016) the definition of performance is as follows: "performance is defined as the record of outcomes produced on a specified job function or activity during time period". Achievement or performance is the result of work over a certain period of time. According to Simanjuntak (2015) performance is the level of achievement of results for the implementation of certain tasks. to realize company goals.

Performance management is the overall activity carried out to improve the performance of a company or organization, including the performance of each individual and work group in the company. Dessler (2019) argues: Employee performance is the employee's actual performance compared to the expected performance of the employee. Expected work performance is standard performance that is formulated as a reference so that employees can see their performance in accordance with their position compared to the standards made. In addition, it can also be seen the performance of these employees against other employees.

Based on several opinions about performance and work performance, it can be concluded that the notion of performance and work performance contains the substance of a person's work achievement. Thus that performance and work performance are a reflection of the results achieved by a person or group of people. Individual performance with institutional performance or company performance has a close relationship. In other words, if the employee's performance is good then it is likely that the company's performance is also good.

Employee performance is influenced by many factors. Job stress factors caused by pressure at work are considered as one of the factors that greatly influence employee performance. In the world of work, stress experienced by employees is a common thing in companies. Many factors identify

work stress, some of which are job insecurity, role conflict, role ambiguity, time pressure, interpersonal conflict, excessive amount of work. Therefore it is very necessary for management to manage employee work stress.

Opinion Robbins (2008:386) job stress is a dynamic condition in which an individual is faced with opportunities, limitations or demands in accordance with the expectations of the results to be achieved in important and uncertain conditions. Job stress is a condition of dependence that affects one's emotions, thought processes. If there is no stress, work challenges are also absent and employee performance tends to increase, but if stress has reached its peak, employee performance will decrease, because stress interferes with work performance, employees lose the ability to control stress which results in inability to make decisions and behaviors that are irregular.

Based on research conducted by Habibullah and Apriyani (2018), it can be concluded that employee performance is affected by work stress caused by work conflicts, workload and task characteristics. This study supports Wartono's research (2017) in his research which states that there is a significant influence between job stress on employee performance. From the research above, it can be stated that job stress has a strong (negative) effect on employee performance, where the relationship between stress and employee performance can be illustrated by an inverted U-shaped curve.

Research on organizational behavior is closely related to 3 (three) job attitudes: job satisfaction, job involvement and organizational commitment. Job satisfaction is an attitude of someone regarding what work is done in an organization where they do a job as an employee's affective reaction in work based on the expected results (Mosadeghrad, 2003). An important factor in organizational commitment is the concept of creating job satisfaction. Commitment has a positive impact on employee attitudes

and behavior to support the achievement of organizational goals.

Organizational commitment is a strong desire to remain as a member of a particular organization, a desire to strive in accordance with the wishes of the organization, as well as certain beliefs and acceptance of organizational values and goals. In other words, it is an attitude that reflects employee loyalty to the organization and a continuous process in which members of the organization express their concern for the organization and its continuous success and progress (Luthan, 2006). According to Robbins (2008), there are 3 (three) dimensions of organizational commitment, namely: Affective Commitment, Normative Commitment, and Sustainable Commitment. Affective commitment is an emotional feeling for the organization and a belief in its values. Normative Commitment, namely the feeling of being obliged to remain in the organization because it has to be, it is the right thing to do. Sustainable commitment is the perceived economic value of staying in an organization when compared to leaving the organization.

Several research results that conducted research on the effect of organizational commitment on employee performance, as according to Hong's (2016) research, namely Organizational Commitment will positively and significantly affect job performance, show that employees are willing to stay and devote themselves to achieving job goals because they have the same values. and goals in the organization, as employees have organizational commitment, their productivity will increase and so will work performance.

Employee commitment is an important assessment in a business. Employees are said to be loyal to prioritize company interests rather than their own interests. In addition, the results of research from Ghorbanpour, Dehnavi, and Heyrani

(2015) show that organizational commitment has a significant positive effect on employee performance, normative commitment leaves the strongest effect on average performance, compared to affective commitment and ongoing commitment.

This study aims to determine the effect of organizational commitment and organizational justice on employee performance with work stress as an intervening variable in the General Department of PT. Indonesia Asahan Aluminum (Inalum) Kuala Tanjung, North Sumatra.

RESEARCH METHODS

This research is a quantitative research. Quantitative research according to Noor (2015) is a study to test certain theories by examining the relationship between variables. The reason for using quantitative research is that this study aims to determine the effect of organizational justice on employee performance with stress as an intervening variable, so quantitative research fits this research.

The analysis used was intervening analysis. The samples in this study were 84 respondents. Research year 2020. The type of data in this study is primary data. The sample selection method is purposive sampling method, and data processing uses SPSS software.

RESULT

Partial Test (t Test)

Partial test (t) shows how far the independent variables individually explain the variation of this test carried out using a significance level of 5%. If the significance value $t < 0.05$, it means that there is a significant influence between one independent variable on the dependent variable. If the significance value of $t > 0.05$ means that there is no influence between one independent variable on the dependent variable.

Table 1. Standardized Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error			
Sub Struktur I					
Organizational Commitment	-0.1431	0.1992	0.0907	2.6874	0.062
Organizational Justice	-0.3185	0.1380	0.2914	3.4088	0.021
Sub Struktur II					
Organizational Commitment	0.1412	0.1833	0.0905	2.6630	0.0422
Organizational Justice	0.4199	0.1306	0.3882	4.1367	0.0219
Work Stress	-0.1267	0.1007	0.1280	1.3980	0.3245

a. Dependent Variable: Work Stress

b. Dependent Variable: Employee Performance

Source: Research Data Processed by SPSS (2020)

Based on Table 1, the sub structure I can be explained as follows:

1. Effect of Organizational Commitment on Work Stress

The t-count value is 2.687 while t table is 1.66 and is significant at 0.062, so that tcount is 2.687, ttable is 1.66 and significant $0.062 < 0.05$, it can be concluded that the partial hypothesis of organizational commitment has a negative and insignificant effect on work stress, thus hypothesis is accepted. The results of this study indicate that if the organizational commitment is high, it will have an impact on low work stress, on the other hand, if the organizational commitment is low, it will have an impact on high work stress.

2. Effect of Organizational Justice on Work Stress

The t-count value is 3.40 while the t-table is 1.66 and is significant at 0.021, so that tcount is $3.40 > ttable$ is 1.66 and is significant $0.021 < 0.05$, it can be concluded that the partial hypothesis of organizational justice has a negative and significant effect on work stress, thus the hypothesis is accepted. The results of this study indicate that if organizational justice is high, work stress is low, on the other hand, if organizational commitment is low, work stress is high.

Based on Table 1, the sub-structure II can be explained as follows:

1. Effect of Organizational Commitment on Employee Performance

The t-count value is 2.663 while the t-table is 1.66 and is significant at 0.042, so that tcount $2.663 > ttable$ 1.66 and significant $0.042 < 0.05$, it can be concluded that the partial hypothesis organizational commitment has a positive and insignificant effect on employee performance, thus the hypothesis is accepted. The results of this study indicate that if the organizational commitment is high, it will have an impact on low work stress, on the other hand, if the organizational commitment is low, it will have an impact on high work stress.

2. Effect of Organizational Justice on Employee Performance

The t-count value is 4.136 while the t-table is 1.66 and is significant at 0.021, so that tcount is $4.136 > ttable$ is 1.66 and is significant $0.021 < 0.05$, it can be concluded that the partial hypothesis of organizational justice has a positive and significant effect on employee performance, thus the hypothesis be accepted. The results of this study indicate that if organizational justice is high, it will have an impact on high employee performance, on the other hand, if organizational justice is low, it will have an impact on low employee performance.

3. Effect of Work Stress on Employee Performance

The t-count value is 1.398 while t-table is 1.66 and is significant at 0.324, so

that $t_{count} 1.398 < t_{table} 1.66$ and significant $0.324 > 0.05$, it can be concluded that the hypothesis partially work stress has a negative and insignificant effect on employee performance, thus hypothesis is rejected. The results of this study indicate that if the work stress is high it can have an impact on decreasing employee performance insignificantly. Conversely, if the work stress is low, it will have an impact on the increase in employee performance insignificantly.

Total Effect

The total effect of organizational commitment (X_1) on employee performance (Y) through work stress (Z) can be formulated as follows:

$$X_1 \rightarrow Z \rightarrow Y = (\rho_3) + (\rho_1 \times \rho_5) = 0.090 + (0.090 \times 0.128) = 0.250.$$

Organizational commitment has a positive and insignificant effect on employee performance through work stress.

The total effect of organizational justice (X_2) on employee performance (Y) through work stress (Z) can be formulated as follows:

$$X_2 \rightarrow Z \rightarrow Y = (\rho_4) + (\rho_2 \times \rho_5) = 0.388 + (0.290 \times 0.128) = 0.661$$

Organizational justice has a positive and significant effect on employee performance through work stress.

CONCLUSION AND SUGGESTION

Conclusion

The result of this research is that organizational commitment has a negative and significant effect on work stress. Organizational justice has a negative and significant effect on work stress. Organizational commitment has a positive and significant effect on employee performance. Organizational justice has a positive and significant effect on employee performance. Work stress has a negative and insignificant effect on employee performance. Organizational commitment has a positive and insignificant effect on employee performance through work stress. Organizational justice has a positive and

significant effect on employee performance through work stress.

Suggestion

Based on the results of the research and discussion in the previous chapter, some suggestions for follow-up are as follows:

1. In this study, the majority of employees are considered to have moderate and not optimal performance, so it is recommended that companies improve employee performance through providing job training in the field of time management and increasing knowledge and skills in accordance with the job descriptions of each position. The training must be measured and in accordance with the needs of the employees in order to effectively increase the knowledge and skills of employees.
2. The majority of respondents in this study have moderate work stress, which means they have work pressure in the company, there is also a suggestion for company management for a psychological counseling room that provides a communication space by providing psychological guidance to employees so that employee complaints can be channeled properly. Reducing work stress for employees can also be done by holding non-competitive physical exercises, such as aerobics, sightseeing, or family gatherings as a way to manage excessive stress levels.
3. Management needs to involve employees in formulating and communicating the company's strategy or mission by socializing to employees about the company's mission and goals so that it can make them commit to work harder.
4. The majority of female employees in this study have low organizational commitment because of their dual role, namely as a housewife who has responsibility in the family and the role as an employee of the company, therefore companies need to limit their

positions in the form of duties and responsibilities to female employees so that they do not have high work stress. Determining work priorities which aims to reduce employee work demands needs to be done by carrying out useful activities and delaying or eliminating useless activities.

5. Increasing formal organizational communication with employees can increase employee perceptions of organizational fairness. Management needs to provide a two-way communication space by involving employees to build information openly so that employees can convey their aspirations and input for the progress of the company. In order to improve organizational justice, management also needs to provide a stimulus in the form of work motivation in the form of promotion by applying a transparent and fair assessment.
6. Management needs to apply technology that can help make it easier for employees so that their work becomes easier so that work stress can decrease.
7. Management must implement a reward system so that employees will make employees feel appreciated for their hard work so that this kind of appreciation will clearly motivate them to improve their performance.
8. It is recommended to be able to examine other variables that can affect work stress and employee performance such as self-control, personality, and other factors.

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