

# Technium.

45/2023

2023  
A new decade for social changes

**Technium**  
**Social Sciences**



## The Determinants of Organizational Commitment with Job Satisfaction as an Intervening Variable

Nurdia Bokko<sup>1</sup>, Elly Noer<sup>2</sup>, Titi Chandrawati<sup>3</sup>

<sup>1</sup>Indonesian Open University Postgraduate Student, <sup>2</sup>Lecturer at Musamus University, <sup>3</sup>Lecturer at the Indonesian Open University

[dhianur2624@gmail.com](mailto:dhianur2624@gmail.com), [ellynoer@unmus.ac.id](mailto:ellynoer@unmus.ac.id), [tchandrawati@gmail.com](mailto:tchandrawati@gmail.com)

**Abstract.** This research aims to analyze the determinants of organizational commitment with job satisfaction as an intervening variable. The population in this study consisted of employees in the Class III Airport Operator Unit in the Merauke Papua region, totaling 139 employees, using purposive sampling technique. The study was conducted using a quantitative and qualitative approach, with SEM (Structural Equation Modeling) as the statistical tool. The results of the research show that work stress has a negative and significant effect on employee job satisfaction, while work motivation does not have a significant effect on employee job satisfaction. Work stress has a positive and significant effect on employee organizational commitment. Work motivation has a positive and significant effect on employee organizational commitment. Employee job satisfaction has a positive and significant effect on employee organizational commitment. Work stress has a negative and significant effect on employee organizational commitment through the intervening variable of job satisfaction and work motivation. Work motivation does not have a significant effect on employee organizational commitment through the intervening variable of job satisfaction at the Class III Airport Operator Unit in the Merauke Papua region.

**Keywords.** Work Stress, Motivation, Job Satisfaction, Organizational Commitment

### 1. Background

Each employee is expected to have high organizational commitment. Consequently, it is expected that employees within the organization can work more optimally, collaborate, provide mutual suggestions, and deliver the best service to the public. Employee awareness is an integral part of the development efforts that need to be undertaken to ensure that each employee recognizes their role within the organization. Similarly, the Class III Airport Operator Unit (UPBU) Office in the Merauke Papua region, as one of the government agencies with significant responsibilities in terms of service, must prioritize the quality of employee work. In order to achieve the desired goals of the organization, the human resources management needs to assess the real conditions of the employees, especially those located in the remote areas of Merauke Papua, including their work stress, motivation, and job satisfaction.

One of the causes of organizational work stress is the organizational structure formed through the existing organizational design, such as formalization, conflicts in employee relationships, specialization, and unsupportive environments (Luthans, 2006). Two factors

contributing to the emergence of work stress are environmental factors and personal factors. Environmental factors include physical conditions and relationships within the work environment, while personal factors include personality traits, personal events, and individual conditions (Oktavia & Dwiyanti, 2016).

After work stress, job satisfaction becomes a crucial aspect to consider. According to Kreitner and Kinicki (2005), job satisfaction is an attitude and emotional response to various aspects of one's work. Meanwhile, job satisfaction, as explained by Handoko (2012), is the pleasant or unpleasant emotional state experienced by employees regarding their work. Locke, as cited in Luthans (2006), explains that feelings of satisfaction, happiness, or joy can be observed through good job performance. Theoretically, there are several factors influencing the level of employee organizational commitment. Puspitawati & Rian, (2014) explains that job satisfaction has a positive influence on both organizational commitment and service quality, while organizational commitment has a positive impact on service quality.

This research began with an exploration of 20 journals discussing organizational commitment in various countries. Based on this, it was found that there are 21 independent variables that affect organizational commitment. In this case, the author selected three independent variables that are most commonly used in research and have been proven to influence or correlate with organizational commitment.

Motivation is a condition that drives or becomes the reason for someone to engage in an action or activity, which occurs consciously (Fachreza, Musnadi, & Majid, 2018). Motivation is an activity that causes and maintains human behavior. According to Umam (2010), organizational commitment is a strong acceptance within individuals towards the goals and values of the organization, leading them to work and have a strong desire to stay in the organization. Employee commitment to the organization is a behavioral dimension that can be used to measure and evaluate the strength of employees in performing their duties and obligations within the organization (Nasution, 2017). Employees with strong commitment will remain with the organization. Employees with high commitment to their organization tend to have a sense of loyalty, love, pride in the organization, and feel obliged to promote the organization (Nasution, 2017).

To examine the relationship between the variables of work stress, job satisfaction, and organizational commitment, many previous studies have been conducted. Yunita (2018), Ariawan and Sriathi (2017), and Ningsih et al, (2020) found that work stress significantly influences organizational commitment, and job satisfaction significantly affects organizational commitment. However, studies conducted by Hakim (2018) and Assegaf (2012) yielded contrasting results to the aforementioned research, where the findings indicated that work stress does not have a significant effect on organizational commitment.

The first "gap" research found that work stress has a negative and significant effect on employee organizational commitment. This indicates that the higher the work stress experienced by employees, the lower their organizational commitment (Ariawan & Sriathi 2017). On the other hand, another study conducted by Hakim and Agi (2018) found that work stress does not have a significant effect on organizational commitment.

The second "gap" research shows the findings from Juniantara & Riana (2015) that motivation has a positive and significant effect on job satisfaction, while Syaiful Bahri (2017) found that motivation does not have a significant effect on job satisfaction. Therefore, in this case, the researcher considers it necessary to have further confirmation through this study. With the existence of "gaps" in previous studies, this becomes the first reason. Additionally, there is preliminary reinforcement from the questionnaire analysis, which serves as the initial data for

the pre-research, as the second reason. These reasons are: 1) work stress, 2) work motivation, 3) job satisfaction, and 4) organizational commitment. With the mentioned gaps, the author confirms through this research at the Class III Airport in Papua, which is a government institution responsible for providing airport services and related services, aviation security, safety, and order. According to the Ministerial Regulation Number: PM 40 of 2014 on the Organization and Work Procedures of the Airport Operator Unit Office, the Airport Operator Unit Office is a Technical Implementation Unit under the Ministry of Transportation, operating under the authority and responsibility of the Director General of Civil Aviation.

## **2. Literature Review**

Work stress is a feeling of pressure experienced by employees in facing work (Mangkunegara, 2017). Work stress as a condition that arises from human interaction with work and is characterized by humans as human changes that force them to deviate from their normal functions Beehr and Newman in (Luthans, Organizational behavior, nine edition, 2006). Work stress are factors that can put pressure on productivity and the work environment and can disturb individuals (Hariani, 2019).

Factors that affect work stress are (Hasibuan, 2014):

1. Family problems such as children, wife, in-laws, and others.
2. Personal conflicts with leaders or colleagues at work.
3. Appropriate compensation.
4. Workload that exceeds the standard ability of an employee.
5. Leaders have the obligation to organize and govern their subordinates.

Work motivation is the encouragement of efforts and desires within humans that activate, empower and direct their behavior to carry out tasks and responsibilities within the scope of work (Uno, 2012). Work motivation is a set of strengths or energy both from within and outside of work, starting from work-related efforts, considering the direction, intensity and persistence. According to Pamela & Oloko (2015) Motivation is the key to a successful organization to maintain continuity of work within the organization in a strong way and help to survive. Motivation is providing the right guidance or direction, resources and rewards to get them inspired and interested to work the way they want. Chukwuma & Obiefuna (2014) Motivation is the process of arousing behavior, maintaining behavioral progress, and channeling specific action behaviors. Motivation is a process that begins with a human need that creates a void within a person (Chukwuma & Obiefuna, 2014).

Job satisfaction is an affective or emotional response to various aspects or aspects of one's work so that job satisfaction is not a single concept. One can be relatively satisfied with job satisfaction Theory tries to reveal what makes some people more satisfied with a job than some others.

Job satisfaction is the level of pleasure and individual satisfaction that they get rewarded fairly from various aspects of the work situation of the organization where they work. Job satisfaction is a pleasant or unpleasant emotional state with employees looking at their jobs (Handoko H., 2012). Time / duration of completion is a reflection of one's feelings towards his work. This can be seen from the positive attitude of employees towards work and everything in their environment.

Factors that influence Job Satisfaction Factors that influence employee job satisfaction according to (Hasibuan, 2014):

1. The right placement according to expertise.
2. Heavy or light work.

3. Nature of work.
4. Atmosphere and work environment.
5. Complete supporting facilities.
6. Leadership attitude.
7. In fair and proper compensation.

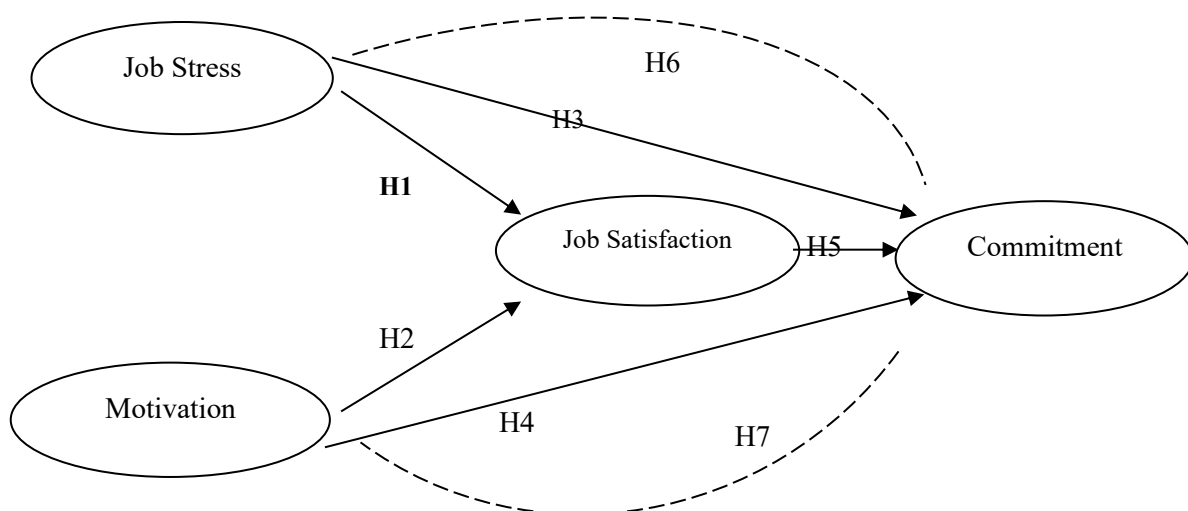
Widiana (2015) explains that organizational commitment is a state of psychological attachment of employees to their workplace where the employee is partial, loyal, identified and involved in a particular organization. Someone who has a high commitment will behave and strive towards organizational goals and have the desire to remain with the organization for a long time. According to Luthans (2012), organizational commitment is an attitude that reflects employee loyalty to the organization and is an ongoing process in which organizational members express their concern for the organization and its success and sustainable progress.

Meanwhile, according to Robbins (2014) commitment to the organization is a situation in which an employee takes sides with the organization and its goals, and intends to maintain membership in that organization. By having a high commitment to an organization it will improve good performance in the company.

Bangun (2014) states that there are three dimensions of organizational commitment, namely:

1. Affective commitment, is an emotional feeling for the organization and belief in its values.
2. Continuing commitment, is the perceived economic value of staying in an organization when compared to leaving the organization.
3. Normative commitment, is the obligation to stay in the organization for moral and ethical reasons. For example, an employee who is spearheading a new initiative may stay with an employer because he feels he is leaving someone in a difficult position when he leaves.

**Pic. 1.**  
**Model research framework**



Source: visualization of the relationship between variables

### Research Hypothesis

Hypotheses are temporary answers to the research problems, and they are accepted if the collected data support them. Therefore, these hypotheses will be tested for their validity based on supporting theories and field test results. Based on the framework above, the research hypotheses can be formulated as follows:

H1: It is hypothesized that Job Stress has an effect on Employee Job Satisfaction at the Class III Airport Operator Unit Office in the Merauke Region, Papua.

H2: It is hypothesized that Work Motivation has an effect on Employee Job Satisfaction at the Class III Airport Operator Unit Office in the Merauke Region, Papua.

H3: It is hypothesized that Job Stress has an effect on Employee Organizational Commitment at the Class III Airport Operator Unit Office in the Merauke Region, Papua.

H4: It is hypothesized that Work Motivation has an effect on Employee Organizational Commitment at the Class III Airport Operator Unit Office in the Merauke Region, Papua.

H5: It is hypothesized that Job Satisfaction has an effect on Employee Organizational Commitment at the Class III Airport Operator Unit Office in the Merauke Region, Papua.

H6: It is hypothesized that Job Stress has an indirect effect on Employee Organizational Commitment through the mediating variable of Job Satisfaction at the Class III Airport Operator Unit Office in the Merauke Region, Papua.

H7: It is hypothesized that Work Motivation has an indirect effect on Employee Organizational Commitment through the mediating variable of Job Satisfaction at the Class III Airport Operator Unit Office in the Merauke Region, Papua.

### 3. Method

The research approach used in this study is a mixed methods approach, combining both quantitative and qualitative methods, by examining the cause-and-effect relationships between variables, namely the independent variables and the dependent variable. The research method employed is a survey, utilizing a questionnaire as the operationalization of the four research variables. The questionnaire was distributed to 139 employees at the Class III Airport Operator Unit Office in the Merauke Region, Papua Province. The data analysis technique used to address the research questions in this study is Structural Equation Model (SEM).

### 4. Results and Discussion

#### 4.1. Results

Research can be continued if the variables used are declared valid. The following is the calculation result of Heterotrait Monotrait Ratio (HTMT), Construct Reliability and Validity Calculation Results, R-Square and F-Square

**Table 1.** Direct Relationship Analysis Results between Job Stress, Commitment, and Job Satisfaction

			Estimate	S.E.	C.R.	P	Label
Job Satisfaction	<---	Job Stress	-1,389	,289	-4,809	***	par_1
Job Satisfaction	<---	Motivation	-,369	,226	-1,630	,103	par_2

Source: data processed using Amos 21, 2022

**Table 2.** Results of the Direct Relationship Analysis between work stress, commitment, job satisfaction, and organizational commitment

		Estimate	S.E.	C.R.	P	Label
Commitment <---	Job Stress	-,274	,119	-2,297	,022	par_1
Commitment <---	Motivation	,215	,087	2,464	,014	par_2
Commitment <---	Job Satisfaction	,842	,033	25,864	***	par_3

Source: data processed using Amos 21, 2022

**Table 3.** Results of the Analysis of the Direct and Indirect Effects of work stress, commitment on organizational commitment through job satisfaction

			Estimate	S.E.	C.R.	P	Label
Job Satisfaction <---	Job Stress		-1,389	,289	-4,809	***	par_1
Job Satisfaction <---	Motivation		-,369	,226	-1,630	,103	par_2
Commitment <---	Job Stress		-,274	,119	-2,297	,022	par_3
Commitment <---	Motivation		,215	,087	2,464	,014	par_4

Source: data processed using Amos 21, 2022

**Table 4.** Results of the estimated coefficients of the direct and indirect effects of work stress on organizational commitment through job satisfaction

Job Stress →	Direct influence	Indirect influence	Total influence
X1 → Y → Z	-,274***	-1,170***	-1,445***

Source: data processed using Amos 21, 2022

**Table 5.** Results of the estimated coefficients of the direct and indirect effects of motivation on organizational commitment through job satisfaction

Motivation → Commitment	Direct influence	Indirect influence	Total influence
X2 → Y → Z	,215 <sup>NS</sup>	-,311***	-,095ns

Source: data processed using Amos 21, 2022

## 4.2. Discussion

### 4.2.1. Work stress has a significant and negative impact on job satisfaction

The direct effect of work stress (X1) on job satisfaction (Y1) shows a significant negative influence with a t-value of -4.809 and a coefficient value of -1.389. This means that a 1% decrease in work stress will increase job satisfaction by -1.389%. Conversely, a 1% increase in work stress will decrease job satisfaction by 1.119%.

The negative and significant influence of work stress on job satisfaction indicates that the accumulation of stress and workload experienced by the employees of UPBU Class 3 Papua has its own impact. The remote location of the workplace in the interior of Papua creates a unique situation for the employees, as the working environment lacks advanced technology compared to other UPBUs that have seen significant advancements. This, in turn, leads to some frustration among the employees regarding the non-modern working environment. Additionally, employees also face social issues as the surrounding community is often affected by alcoholism and land disputes related to the airport.

Hypothesis one suggests that work stress has a direct impact on job satisfaction, which is proven by the research findings. These results align with the theory proposed by Robbins (2008:110), which states that job satisfaction is influenced by factors such as the nature of the work, salary, promotions, supervision, and co-workers. Wexley and Gary (2005:129) also suggest that job satisfaction is influenced by factors such as salary or wages, working conditions, supervision, co-workers, job content, job security, and promotion opportunities. The findings of this study are consistent with Kaswan (2015), Tukimin (2014), and Siagian (2001), who explain that work stress is associated with unsatisfactory job conditions and that work stress is a common aspect of job experience that frequently affects job satisfaction. Therefore, work stress has a negative and significant relationship with job satisfaction.

#### **4.2.2. Work Motivation Influences Job Satisfaction**

The direct influence of work motivation (X2) on job satisfaction (Y) shows an insignificant effect on job satisfaction. This is due to employees being overshadowed by the threat of delayed promotion and unfavorable working conditions in remote areas, which do not provide sufficient motivation to employees. When employees work under pressure from superiors and in an unfavorable work environment, their motivation is compromised. As a result, regardless of their level of motivation, employees may not experience job satisfaction.

Hypothesis two suggests that work motivation does not have a direct influence on job satisfaction. Therefore, the findings of the analysis do not align with the theoretical expectations. The presence of discipline among employees refers to their behavior and actions in carrying out work activities in accordance with established patterns. It involves adhering to decisions and norms that have been agreed upon, whether in written or verbal form, and being willing to accept sanctions for any violations of assigned tasks and responsibilities. High imagination and creative combination skills enable the production of work outcomes and the integration of ideas or concepts in a more careful and self-initiated manner, rather than simply imitating. This constructive approach contributes to the creation of results or products that support improved work quality (Munandar, 2001). These findings are inconsistent with the initial hypothesis that suggested a relationship between motivation and job satisfaction, and they also differ from the findings of Angga Pratama (2021), Parimita (2018), and Anggaeni (2020), which explained a positive and significant influence between motivation and job satisfaction.

#### **4.2.3. Work stress has an impact on organizational commitment.**

The direct effect of work stress (X1) on organizational commitment (Z) shows a negative and significant impact with a t-value of -2.297 and a coefficient value of -0.274. This means that a 1% increase in work stress will decrease organizational commitment by -0.274%, and conversely, a 1% decrease in work stress will increase organizational commitment by -0.274%.

The negative and significant influence of work stress on organizational commitment can be observed from various organizational and individual factors. In terms of organizational factors, unpleasant relationships among colleagues arise due to excessive demands from local employees who expect special attention and perceive other colleagues as mere outsiders. Leadership decisions are often excessive and unfair, leading to jealousy among employees. On the individual level, being far from family (spouse and children) hinders the ability to keep up with their development, increasing the likelihood of extramarital affairs and causing family disharmony. Economic management becomes challenging as the household income is divided

into two, and the cost of daily necessities at UPBU Bade is twice as expensive. Therefore, the work stress experienced by employees will negatively affect organizational commitment.

These circumstances may motivate employees to consider leaving their current work location, submitting a request for a transfer to a better unit in an urban area, or seeking opportunities elsewhere. In conclusion, the work stress experienced by (Rulestari & Hendry, 2013) employees has a negative impact on organizational commitment.

Hypothesis three, which states that work stress directly influences job satisfaction, has been proven. These findings align with the initial hypothesis that work stress affects the organizational commitment of employees at the Class III Airport Management Unit in the Merauke region, Papua. These results are consistent with previous studies conducted by Kreitner and Kinici (2010), Rulestari (2013), Wibowo (2011), and Dharma & Supartha (2019), which explain that workplace stress is negatively related to job satisfaction, organizational commitment, positive emotions, and performance. Additionally, work stress can impact an individual's level of organizational commitment and have a significantly negative effect on organizational behavior and individual health. Furthermore, stress can lead to various organizational problems, such as decreased satisfaction levels, reduced commitment and loyalty to the organization

#### **4.2.4. Work motivation has an impact on organizational commitment**

The direct effect of work motivation (X2) on organizational commitment (Z) shows a positive and significant influence, with a t-value of 2.464 and a coefficient value of 0.215. This means that a 1% increase in work motivation will increase organizational commitment by 0.215%, while a 1% decrease in work motivation will decrease organizational commitment by 0.215%.

The positive and significant relationship between work motivation and organizational commitment is based on several factors. One of them is the substantial salary and benefits that employees receive for working in remote areas like Papua. Additionally, the motivation experienced by employees in remote areas includes negative motivation, where employees feel pressured to fulfill their duties in challenging environments. These employees constantly face serious consequences from their superiors, such as receiving multiple warnings and the potential delay in promotion if they fail to perform their duties. Therefore, employees are motivated to fulfill their responsibilities to avoid sanctions.

Furthermore, the strict regulations imposed by the management create a sense of discomfort for employees who are not motivated to carry out their assigned tasks. Employees feel the need to be motivated in order to meet the established rules and regulations. As a result, employees demonstrate a higher level of commitment to the organization.

Hypothesis four suggests that work motivation has a direct influence on organizational commitment and this hypothesis is supported by the research conducted by Hariani (2019). The research findings recommend several measures. Firstly, organizations should develop policies that consider and involve employees in contributing ideas towards improving work motivation, ensuring their full commitment to the work. Secondly, it is important to pay attention to the structural aspect, ensuring that job assignments align with employees' capacities and experiences to avoid work-related problems that could negatively impact all parties involved. Lastly, creating a healthy work environment is crucial to motivate employees in achieving goals, contributing significantly to their commitment and retention within the organization.

#### **4.2.5. Job Satisfaction with Organizational Committees**

The direct influence of job satisfaction (Y) on organizational commitment (Z) shows a positive and significant impact, with a t-value of 25.864 and a coefficient value of 0.842. This means that a 1% increase in job satisfaction will increase organizational commitment by 0.842%, while a 1% decrease in job satisfaction will decrease organizational commitment by 0.215%.

The positive and significant relationship between job satisfaction and organizational commitment experienced by employees is based on the achievements they obtain in their work, despite working far from their families, in an inadequate work environment in terms of technology, and facing disruptions from the surrounding community and pressure from superiors. With the sense of satisfaction, employees naturally develop a commitment to the organization.

Hypothesis five suggests that job satisfaction has a direct influence on organizational commitment, and this hypothesis is supported by the research conducted by Suwatno and Priansa (2011). Job satisfaction refers to an individual's perception of their work, which is influenced by their attitudes towards various aspects of the job. Dwi Puspitawati (2014) found that job satisfaction has a positive influence on organizational commitment. This indicates that higher job satisfaction leads to higher organizational commitment, while lower job satisfaction decreases employees' commitment to the company. Suderajat (2021) also states that there is a relationship between job satisfaction and organizational commitment, where job satisfaction positively and significantly affects organizational commitment.

#### **4.2.6. Job stress on organizational commitment through job satisfaction**

The indirect effect of job stress on organizational commitment in this study is through job satisfaction. Based on the results of data processing, it shows that there is a significant negative relationship between job stress and organizational commitment through job satisfaction. Negative relationship between job stress and organizational commitment through job satisfaction. this can explain that there is a relationship between the conditions of employees and the work experienced by employees who are in rural areas. In other words, it can be explained that the level of stress caused by the accumulation of work experienced by UPBU class 3 Papuan employees will have a separate impact, where the conditions of the work location in the interior of Papua will provide a separate sensation for employees. Furthermore, it can be explained that Class 3 UPBU in Papua has a work environment that is not supported by adequate technology, this is when compared to other UPBUs which have quite rapid technological support. so that employees feel a little frustrated with working conditions that are not yet modern and have an effect that can make the work feel less good so that it will reduce the feeling of satisfaction with the work done, therefore the stress experienced by UPBU employees greatly impacts job satisfaction and then when stress has a negative impact on job satisfaction and then has a negative impact on organizational commitment where when job satisfaction decreases it will reduce organizational commitment this is based on the conditions of the work environment which are inland and have many negative impacts on employees, especially for employees who are far from family, where over time the increasing work stress experienced by employees will reduce job satisfaction, and then the decrease in job satisfaction will reduce the sense of organizational commitment

The sixth hypothesis is suspected that job satisfaction has a direct effect on organizational commitment and is proven. The results of a significant relationship between work stress and organizational commitment through job satisfaction are in accordance with the

initial hypothesis which states that there is a significant relationship between work stress and organizational commitment and these results are in accordance with the research conducted by Kaswan (2015), Tukimin (2014), Sondang (2001) who said that job stress is related to work that does not have satisfaction and also job stress is a general aspect of work experience that is most often expressed in job satisfaction. So that work stress has a negative and significant relationship. Furthermore, the relationship between job satisfaction and organizational commitment which has a significant relationship is explained by Suwatno and Priansa (2011), Puspitawati (2014) explains that job satisfaction has a significant relationship to organizational commitment. This shows that the better the job satisfaction perceived by employees, the higher organizational commitment, and vice versa if employees feel dissatisfied, it will reduce their commitment to the company. Suderajat (2021) says that there is a relationship between job satisfaction and organizational commitment, where job satisfaction can positively and significantly influence organizational commitment.

#### **4.2.7. Work motivation on organizational commitment through job satisfaction**

The indirect effect of motivation on organizational commitment in this study is through job satisfaction. Based on the results of data processing, it shows that there is no significant relationship between work motivation and organizational commitment through job satisfaction.

The motivation experienced by employees in rural areas is in the form of negative motivation where employees have been feeling pressured in carrying out tasks in rural areas, where these employees always receive serious threats from the leadership, if employees do not carry out their work they will receive sanctions and threats of delay. promotion, within the employee has a negative and depressed sense of motivation so that no matter how good the work results obtained by the employee will have an unfavorable impact on job satisfaction, and furthermore from a sense of job satisfaction resulting from negative feelings resulting from pressure and threats obtained from leadership and working conditions that are not optimal will have a distinct impact felt by employees, so that motivation towards organizational commitment does not have a significant relationship through job satisfaction.

The results above are inconsistent with the initial hypothesis which says that motivation has an influence on organizational commitment through job satisfaction. This is caused by a non-significant negative relationship between job satisfaction and organizational commitment as a result of the strong negative motivation so that the effect of motivation on organizational commitment through job satisfaction there is no significant relationship and this is not in accordance with the findings of Suwatno and Priansa (2011), Dwi Puspitawati (2014) which explains that there is a positive and significant relationship.

### **5. Conclusion and Suggestion**

Based on the results of research and analysis that has been done, it can be concluded:

1. Work stress has a negative and significant effect on employee job satisfaction at the class III Airport Management Unit office, Merauke Region, Papua.
2. Work motivation has no significant effect on employee job satisfaction at the class III Airport Management Unit office, Merauke Region, Papua?
3. Work Stress has a positive and significant effect on employee organizational commitment at the class III Airport Management Unit office, Merauke Region, Papua.
4. Work motivation has a positive and significant effect on employee organizational commitment at the Class III Airport Management Unit office, Merauke Region, Papua.
5. Job satisfaction has a positive and significant effect on employee organizational

commitment at the Class III Airport Management Unit office, Merauke Region, Papua.

6. Work stress has a negative and significant effect on employee organizational commitment through the intervening variable of job satisfaction at the class III Airport Management Unit office, Merauke Region, Papua.

7. Work motivation has no effect on employee organizational commitment through the intervening variable of job satisfaction at the class III Airport Management Unit office, Merauke Region, Papua.

The location of the work which is in the interior of Papua needs special attention, seeing the results of research that the stress level of employees will have a bad impact on the organization, the more stressed the employee will have the less impact on the sense of organizational commitment. In addition, the motivation felt by employees is mostly negative motivation where employees only carry out their duties under pressure, not motivated because they have a sense that they are part of the organization.

### References

- [1] Allen, N. J., & Meyer, J. P. (1997). The Measurement and Antecedents of Affective, Continuance, and Normative Commitment to The Organization. *Journal of Occupational Psychology*, 63.
- [2] Anggraeni, F. N. (2020). Determinan Motivasi Internal Terhadap Kinerja. *Scientific Journal Of Reflection: Economic, Accounting, Management and Business*, 3(2), 161-170.
- [3] Ariandi, F. (2018). Pengaruh Metode Pembayaran Kompensasi Terhadap Kinerja Tutor. *Perspektif*, 15(1), 84-0.
- [4] Ariawan, P. A., & Sriathi, A. A. (2017). Pengaruh Stres Kerja Dan Kepuasan Kerja Terhadap Komitmen Organisasi Karyawan Pbf. PT. Banyumas Denpasar 7(2),. *E-Jurnal Manajemen*, 7(2), 964-992.
- [5] Assegaf, Y. U. (2012). Pengaruh konflik peran stress kerja terhadap komitmen organisasi (Studi pada akuntan publik dan akuntan pemerintah di Daerah Istimewah Yogyakarta Tahun 2005). *Jurnal Akuntansi dan Bisnis*.
- [6] Bangun, W. (2014). *Manajemen Sumber Daya Manusia*. Bandung: Alfabeta.
- [7] Bejo, S. (2005). *Manajemen Tenaga Kerja Indonesia Pendekatan Administratif dan Operasional*. Jakarta: Bumi Aksara.
- [8] Cahaya, S. (2015). Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Level Pelaksana Di Divisi Operasi Pt. Pusri Palembang. *PSIKIS-Jurnal Psikologi Islami*, 1(2), 43-53.
- [9] Chukwuma, E., & Obiefuna. (2014). Effect of Motivation on Employee Productivity : A Study of Manufacturing Companies in Nnewi. *Journal of Managerial Studies and Research*, 2(7).
- [10] Curtis, Susan, & Wright, D. (2001). Retaining Employees-The Fast Track to Commitment. *Management Research News*, 24.
- [11] Damrus, & Sihaloho, R. D. (2018). Pengaruh Stres Kerja Terhadap Komitmen Organisasi Pada Pt. Pelabuhan Indonesia I (Persero) Medan. *Jurnal Bisnis dan Kajian Strategi Manajemen*, 2(1), 2614-2147.
- [12] Dharma, A. A., & Supartha, W. G. (2019). Effect Of Work Stress On Work Satisfaction And Organizational Commitments Of Employees. *International Journal of Business, Economics and Law*, 20(5).

- [13] Dito, A. H. (2010). Pengaruh Kompensasi Terhadap Kinerja Karyawan Pt. Slamet LanggengPurbalingga dengan Motivasi Kerja Sebagai Variabel Intervening. *Skripsi*.
- [14] Durkin, M. (1999). Employee Commitment in Retail Banking: Identifying and Exploring Hidden Dangers. *International Journal of Bank Marketing*, 17(3), 124-125.
- [15] Dwi, A. (2020). The Effect Of Work Motivation And Work Stress On Job Satisfaction With Emotional Intelligence As A Moderated Variables In CV. PONDOK ANTIK. *American Journal of Humanities and Social Sciences Research (AJHSSR)*, 4(3), 418-424.
- [16] Dwiyanti, R. (2010). *Analisis Faktor-Faktor yang Mempengaruhi Ketepatan Waktu Pelaporan Keuangan Pada Perusahaan Manufaktur Yang Terdaftar Di Bursa Efek Indonesia*. Semarang: Skripsi. Fakultas Ekonomi Universitas Diponegoro.
- [17] Edison. (2016). *Manajemen dan Sumber Daya Manusia*. Bandung: Alfabeta.
- [18] Erbasi, A., & Arat, T. (2012). The Effect of Financial and Non-Financial Incentive on Job Satisfaction: An Examination of Food Chain Premises in Turkey. *International Business Research*, 5(10), 136-145.
- [19] Fachreza, Musnadi, S., & Majid, M. A. (2018). Pengaruh Motivasi Kerja, Lingkungan Kerja, Dan Budaya Organisasi Terhadap Kinerja Karyawan Dan Dampaknya Pada Kinerja Bank Aceh Syariah Di Kota Banda Aceh. *Jurnal Magister Manajemen*, 115-122.
- [20] Gardner, G. D., Dyne, L. V., Pierce, & L., J. (2004). The Effect of Level on Organization-Based Self-Esteem and Performance: A Field Study. *Journal of Occupational and Organization Psychology*, 307-322.
- [21] Ghozali, I. (2008). *Structural Equation Modelling*. Semarang: Universitas Diponegoro.
- [22] Gibson, e. a. (2009). *Organizational: Behavior, Structure, Processes*. New York: The McGraw Hill Companies, Inc.
- [23] Hakim, L., & S, A. (2018). The Effect of Job Stress and Job Satisfaction on Organizational Commitment. Universitas Swadaya Gunung Jat. *Indonesian Journal of Business and Economics*, 1(1).
- [24] Hamali, A. Y. (2018). *Pemahaman Manajemen Sumber Daya Manusia*. Yogyakarta: Caps Publishing.
- [25] Handoko, D. S., & Rambe, M. F. (2018). Pengaruh Pengembangan Karir dan Kompensasi terhadap Komitmen Organisasi Melalui Kepuasan Kerja, Maneggio. *Jurnal Ilmiah Magister Manajemen*, 1(1), 31-45.
- [26] Handoko, H. (2012). *Manajemen Personalia Dan Sumberdaya Manusia*. Yogyakarta: BPFE.
- [27] Handoko, H. T. (2008). *Manajemen Personalia dan Sumber Daya Manusia*. Yogyakarta.
- [28] Hariani, M. (2019). Pengaruh Iklim Organisasi, Pengalaman Kerja Dan Motivasi Kerja Terhadap Komitmen Kerja Karyawan. *GLOBAL*, 3(2), 2540-959.
- [29] Hasibuan, M. (2014). *Manajemen Sumber Daya Manusia*. Jakarta: Cetakan keempatbelas, Bumi Aksara.
- [30] Islam, T., Ahmad, Z., Ahmed, I., Ahmad, A., Saeed, M., & Muhammad, S. (2012). Does Compensation and Demographical Variable Influence on Teacher Commitment and Job SatisfactionA Study of University of the Punjab. *International Journal of Business and Management*, 2302-8912.

- [31] Jones, G. R., & George, J. M. (2008). “ *Contemporary Management* “ (Fifth Edition ed.). United States of America: McGRAW-Hill International.
- [32] Jufrizen. (2015). Pengaruh Kompensasi Dan Pengembangan Karir Terhadap Komitmen Organisasi Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada Pt. Perkebunan Nusantara Iii (Persero) Medan. *Jurnal Ilmiah Manajemen dan Bisnis* , 1693-7619.
- [33] Juniantara. (2015). Pengaruh Motivasi Dan Kepuasan Kerja Terhadap Kinerja Karyawan Koperasi Di Denpasar. *E-Jurnal Ekonomi dan Bisnis Universitas Udayana*, 1693-7619.
- [34] Juniantara, I. W., & Riana, I. G. (2015). Pengaruh motivasi dan kepuasan kerja terhadap kinerja karyawan koperasi di Denpasar. *E-Jurnal Ekonomi dan Bisnis Universitas Udayana*, , 4(9), 611-628.
- [35] Kaswan, A. (2015). *Pengembangan Sumber Daya Manusia*. Bandung: Indonesia : Alfabeta.
- [36] Kee, L. B., Ahmad, R. b., & Abdullah, S. M. (2016). Relationship between Financial Compensation and Organizational Commitment among Malaysian Bank Workers. *Asian Business Research*, 1(1), 2424-8479.
- [37] Kementerian Perhubungan. (2022, Oktober 7). *Direktorat Jenderal Perhubungan Udara*. Diambil kembali dari <http://hubud.dephub.go.id/website/Bandara.php>
- [38] Khan, R., Aslam, H., & a. L. (2011). Compensation Management: A Strategic Conduit Towards Achieving Employee Retention and Job Satisfaction in Banking Sector of Pakistan. *International Journal of Human Resource Studies*, 1(1), 89-97.
- [39] Kreitner, R., & Kinicki, A. (2010). *Organization Behaviour*. New York: McGraw-Hill.
- [40] Kreitner, Robert, & Kinicki., A. (2005). *Perilaku Organisasi*. Jakarta: Salemba Empat.
- [41] Kurniawan, K. Y. (2015). Pengaruh Pengembangan Karir Dan Kompensasi Terhadap Kepuasan Kerja Karyawan Di Pt Parit Padang Global. *AGORA*.
- [42] Kuster, I., & Canales, P. (2011). Compensation and Control Sale Policies, and Sale Performance: the Field Sale Manager’s Point of View. *Journal of Business & Industrial Marketing*,. *Journal of Business & Industrial Marketing*.
- [43] Luthans, F. ( 2012). *Perilaku Organisasi*. Yogyakarta: Penerbit Andi.
- [44] Luthans, F. (2006). *Organizational behavior, nine edition*. New York: McGraw Hill.
- [45] Mahendrawan, I. G., & Indrawati, A. D. (2015). Pengaruh Beban Kerja Dan Kompensasi Terhadap Kepuasan Kerja Pt. Panca Dewata Denpasar. *E-Jurnal Manajemen Unud*, 4(11), 2302-8912.
- [46] Mangkunegara, A. A. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: PT. Remaja Rosda Karya.
- [47] Martoyo, S. (1992). *Manajemen Sumber Daya Manusia*. Yogyakarta: BPFE.
- [48] Maurya, M. K., & Agarwal, M. (2018). Relationship Between Motivation to Lead, Mental Health Status, and Job Satisfaction of Male and Female Civil Police Constables. *Journal of Police and Criminal Psychology*, 33(1), 9–20.
- [49] McClelland, D. (2008). *Teori Moivasi McClelland & Teori Dua Faktor Hezberg*.
- [50] Miftahun, S., & Sugiyanto. (2010). Pengaruh Dukungan Sosial dan Kepemimpinan Transformasional terhadap Komitmen Organisasi dengan Mediator Motivasi Kerja. *Jurnal Psikologi*.
- [51] Mondy, R. W. (2005). *Human Resources Management*, Prentice Hall, New York., *Jurnal Ilmiah Manajemen*, 7(3), 407 – 428.
- [52] Munandar, A. (2001). *Psikologi Industri dan Organisasi*. Jakarta: UI.

- [53] Nasution, M. I. (2017). Pengaruh Stres Kerja, Kepuasan Kerja, dan Komitmen Organisasi Terhadap Turnover Intention Medical Representative. *Jurnal Ilmiah Manajemen*, 7(3), 407-428.
- [54] Ningsing, H. L., Peridaze, B., Hanafi, A., & Widiyanti, M. (2020). Pengaruh stress kerja dan kepuasan kerja terhadap komitmen organisasi pada PT. Semen Baturaja Tbk., *AMAR (Andalas Management Review)*, 4(2), 32-45.
- [55] Noermijati, N. &. (2015). The effect of job stress and job motivation on employees' performancethrough job satisfaction (A study at PT. Jasa Marga (Persero) Tbk. Surabaya - Gempol branch). *Journal of Economics, Business & Accountancy Ventura*, 18(2), 231.
- [56] Normariati Silaban1, T. Y. (2018). The Influence of Compensation and Organizational Commitment on Employees' Turnover Intention. *IOSR Journal of Business and Management*, 20(3), 2319-7668.
- [57] Notoatmodjo, S. (1992). *Pengembangan sumber daya manusia*. Jakarta: reneka cipta.
- [58] Notoatmodjo, S. (1992). *Pengembangan Sumber Daya Manusia*. Jakarta: PT Rineka Cipta.
- [59] Oktavia, D., & Dwiyaniti, E. (2016). *Hubungan Iklim Kerja Fisik Dengan Kelelahan Subyektif Di Pabrik Tahu CV. Budi Sari Jaya Sidoarjo*. Universitas Airlangga.
- [60] Pamela, A., & Oloko. (2015). Effect of motivation on employee performance of commercial banks in kenya : A case study of Kenya Commercial Bank in Migori County. *Journal of Human Resource Studies*, 5(2).
- [61] Parimita, W. K. (2018). Pengaruh Motivasi Kerja Dan Kompensasi Terhadap Kepuasan Kerja Pada Karyawan Pt Tridaya Eramina Bahari. *Jurnal Riset Manajemen Sains Indonesia*, 9(1), 125-144.
- [62] Pinder. (2015). *Work Motivation: Theory, Issues And Applications*. Illinois: Scoff, Foresmen and Company.
- [63] Pratama, A. (2021). The influence of transformational leadership, job satisfaction, motivation and compensation on mathematics school teacher performance. *Turkish Journal of Computer and Mathematics Education*, 12(3), 3679-3684.
- [64] Pushpakumari, M. (2008). *The Impact of Job Satisfaction on Job Performance An Empirical Analysis*. 89-105.
- [65] Puspitawati, N. M., & Rian, I. G. (2014). Pengaruh Kepuasan Kerja Terhadap Komitmen Organisasional Dan Kualitas Layanan. *Jurnal Manajemen Strategi Bisnis Dan Kewirausahaan*, 8(1).
- [66] Putra, S. I., & Artha, W. I. (2014). Pengaruh Stres Kerja dan Komitmen Organisasi Terhadap Kepuasan Kerja Berdasarkan Gender Pada Warong Miyabi Bali. 23(2745-2766).
- [67] Rahayu, W. (2012). Persepsi Keadilan Kompensasi Terhadap Komitmen Organisasional Melalui Kepuasan Kerja. *Jurnal Manajemen Bisnis*, 2(1).
- [68] Ramadhani, P. E. (2010). *Hubungan Antara Persepsi Terhadap Lingkungan Psikososial Kerja Dengan Komitmen Organisasi*. Surakarta: Fakultas Psikologi UMS.
- [69] Rivai, V. (2011). *Manajemen Sumber Daya Manusia untuk Perusahaan: dari Teori ke Praktik*. Jakarta: RajaGrafindo Persada.
- [70] Robbins, P. S., & Coulter, M. (2010). *Manajemen*. Jakarta: Erlangga.
- [71] Robbins, S. P. (2008). *Perilaku Organisasi (alih bahasa Drs. Benjamin Molan), Edisi Bahasa Indonesia*. Klaten: PT Intan Sejati.
- [72] Robbins, S. P. (2010). *Manajemen*. Jakarta: Erlangga.

- [73] Robbins, S., & Judge, T. (2013). *Organizational Behavior*. Pearson Education.
- [74] Robbins, Stephen, P., & Judge, T. A. (2014). *Perilaku Organisasi*. Jakarta: Salemba Empat.
- [75] Rozzaid, Y., Herlambang, T., & Devi, A. M. (2015). Pengaruh kompensasi dan motivasi terhadap kepuasan kerja karyawan (studi kasus pada pt. Nusapro telemedia persada cabang banyuwangi). *Jurnal Manajemen Dan Bisnis Indonesia*, 1(2), 201–220.
- [76] Rulestari, S., & Hendry, E. (2013). Pengaruh Konflik Peran dan Stres Kerja terhadap Komitmen Organisasi di Rumah Sakit TK IV Salak, Bogor. *Jurnal Econo Sains*, 11(2), 17-27.
- [77] Siagian, S. P. (2016). *Manajemen Sumber Daya Manusia* (Cetakan ke-24 ed.). Jakarta: Bumi Aksara.
- [78] Simoes, S. C., Riana, G., & Subudi, M. (2017). Pengaruh motivasi kerja dan disiplin diri terhadap kepuasan dan kinerja karyawan kantor kabupaten ainaro Timor Leste. *E-Jurnal Ekonomi Dan Bisnis Universitas Udayana*, 6(10), 3463–3476.
- [79] Smeenk, S. (2006). The Effects Of HRM Practices and Antecedents On Organizational Commitment Among University Employees. *International journal of human resource management*, 17(12).
- [80] Sopiah. (2008). *Perilaku Organisasi*. Yogyakarta: Andi Offset.
- [81] Suderajat, & Rojuaniah. (2021). The Effect Of Teacher Profesional Allowance And Job Satisfaction Toward Organizational Commitment. *International Journal Of Social And Management Studies (IJOSMAS)*, 2(2), 2775-0809.
- [82] Suwatno, H. d. (2011). *Manajemen SDM dalam Organisasi Publik dan Bisnis*. Bandung: Bandung.
- [83] Syaiful, B. (2005). Pengaruh Pengembangan Karir Dan Motivasi Kerja Terhadap Kepuasan Kerja Karyawan. *Karyawan Jurnal Ilmiah Manajemen & Bisnis*, 18(1).
- [84] Tukimin. (2014). Pengaruh stress kerja terhadap kepuasan kerja pada Dinas Pertanian Sumatra Utara. *Kultura*, 15(1), 123-126.
- [85] Umam, K. (2010). *Perilaku Organisasi*. Bandung: Pustaka Setia.
- [86] Uno, H. (2012). *Teori Motivasi dan Pengukurannya*. Jakarta: Bumi Aksara.
- [87] Waluyo, M. (2009). *Psikologi Teknik Industri*. Yogyakarta: Graha Ilmu.
- [88] Wexley, K. N., & Yuki, G. A. (2005). *Perilaku organisasi dan Psikologi Personal*. Jakarta: Rineka Cipta.
- [89] Wexley, N. K., & Gary, Y. A. (2005). *Orgganization behavior and personal psycology*. Jakarta: Rineka Cipta.
- [90] Wibiasuri, A. (2014). *Analisis Kepemimpinan dan Motivasi Kerja Serta Pengaruhnya Terhadap Kinerja Guru (Studi Kasus Guru SMPN 5 Bandar Lampung)*. Bandar Lampung.
- [91] Wibowo. (2014). *Manajemen Kinerja*. Jakarta: Rajawali Press.
- [92] Widiana, M. E. (2015). *Variabel dan indikator yang mempengaruhi komitmen dan kinerja organisasi pemerintah*. Surabaya: Ubhara Manajemen Press.
- [93] Winardi. (2001). *Motivasi & Pemasukan dalam Manajemen*. Jakarta: Raja Grafindo Persada.
- [94] Yamali, F. R. (2018). Effect of Compensation, Competencies and Organizational Culture on Organizational Commitment its Implication on Experts Performance of Construction Services Company in Jambi Province. *International Journal of Advances in Management and Economics*, 7(1), 29-42.

- [95] Yousef, D. (2000). Organisasi komitmen: mediator dari hubungan kepemimpinan perilaku dengankepuasan kerja dan kinerja di negara nonbarat. *Jurnal Psikologi Manajerial*, 15(1), 6-28.
- [96] Yunita, P. I. (2018). Komitmen organisasi pada tenaga operasional: Peran work-life balance, stress kerja, dan kelpuasan kerja. *Jurnal Ilmiah Manajemen dan Bisnis*, 3(1), 35-44.
- [97] Zumali, C. (2010). *Learning Organization, Competency, Organizational Commitment dan Customer Orientation : Knowledge Worker. Kerangka Riset Manajemen Sumberdaya Manusia di masa depan*. Bandung: Penerbit Unpad Press.
- [98] Zurnali, C. (2010). *Knowledge Worker: Kerangka Riset Manajemen Sumber Daya Manusia Masa Depan*. Bandung: Penerbit Unpad Press.