

THE INFLUENCE OF JOB STRESS, AFFECTIVE COMMITMENT AND JOB INVOLVEMENT ON JOB PERFORMANCE IN CV. KARYA SUKSES MANDIRI

Karina Tanumiharja¹

Universitas Ciputra Surabaya
INDONESIA

Email: kpriliani@magister.ciputra.ac.id

ABSTRACT

Today's business environment brings out challenges, and those who could not overcome these challenges will fail to sustain. Therefore, employees' performance become a major and vital aspects for company's success. This research is using three independent variables; job stress, affective commitment and job involvement to assess whether these three factors are influencing employees' job performance. Objects of this research were all 39 full-time employees in a sawmill factory in Gresik; CV. Karya Sukses Mandiri. A 5-likert scales questionnaires are distributed and the result were analysed using a multiple linear regression through SPSS. The findings revealed that job stress and job involvement have significant influence on job performance, while affective commitment shows no influence. This research is limited due to respondents' different job characteristics and experience. Recommendations are given based on the findings.

Keywords: job stress, affective commitment, job involvement, job performance

Introduction

Wood processing industry in Indonesia is currently experiencing downfall caused by the significant increase in logs price (Kementrian Perindustrian, 2018). This circumstances would benefit those who has export market. However, our company caters to local markets where our local customers' purchasing power could not compete with the sudden price surge.

CV. Karya Sukses Mandiri (KSM) is a family business that specializes in sawmill and wood processing. Established since 1999, our business has customers from Java Island to Nusa Tenggara. After almost 16 years of operating with constant demands from our customers, we began building wood processing factory in 2016. However, just only two years after the factory is running, we are faced with the challenging situation from the global market, which significantly slowed our demand. In order to survive this condition, the company wants to focus on improving their employees' job performance by looking at the rate of job stress, their affective commitment towards the company and the involvement they make for the betterment of the company. This is because high performing employees will help the company get through problems and survive at any sort of conditions.

Previous research done by Chen, *et al.*, (2006) shows that job stress and affective commitment could actually influenced employees' job performance. While Rotenberry and Moberg (2007) stated that job involvement influenced job performance. That being so, this suggest the following hypotheses:

*H*₁: Job stress significantly influenced job performance,

*H*₂: Affective commitment significantly influenced job performance

*H*₃: Job involvement significantly influenced job performance

RESEARCH METHODS

To test the hypotheses above, data were obtained using total population sampling, where all 38 full time employees in CV. KSM are both the populations as well as the samples. Data were collected through questionnaires. Researcher then conducted data analysis using multiple linear regression method with the help of SPSS.

RESULTS

Validity and Reliability Test

Validity test is used to measure the validity of questionnaires. In this research, all the indicators in each variable; job stress (X₁), affective commitment (X₂), job involvement (X₃) have a value less than 0.05. Therefore, all indicators are considered as valid.

Reliability test is used to check the reliability of questionnaires using Cronbach’s Alpha. In this research, each variable has a value more than 0.60. This shows that all indicators in each variable are reliable.

Multiple Linear Regression Test

Table 1. Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	Sig.
	B	Std. Error	Beta	
(Constant)	0.427	0.455		0.354
<i>Job Stress</i> (X ₁)	0.610	0.120	0.579	0.000
<i>Affective Commitment</i> (X ₂)	-0.187	0.150	-0.228	0.221
<i>Job Involvement</i> (X ₃)	0.562	0.169	0.585	0.002

The equation for multiple linear regression is as follow:

$$y = 0.427 + 0.610X_1 - 0.187X_2 + 0.562X_3$$

The interpretation from equation above according to the values of regression coefficients are;

The positive value of X₁ (job stress) shows that job stress has a positive relationship to Y (job performance). If job stress variable increases by one unit, the job performance variable increases by 0.610, assuming other variables stay constant.

The negative value of X₂ (affective commitment) shows that affective commitment has a negative relationship to Y (job performance). For the increase in value of each statement in affective commitment (X₂), there will be a decrease of 0.187 on the variable job performance (Y), assuming other variables stay constant.

The positive value of X₃ (job involvement) shows that job involvement has a positive relationship to Y (job performance). If job involvement variable increases by one unit, the job performance variable increases by 0.562, assuming other variables stay constant.

F Test

Table 2. F Test Result

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	9.974	3	3.325	19.262	0.000
Residual	6.041	35	0.173		
Total	16.014	38			

The F Test result reveals that the value of sig. (significance) is less than 0.05. It indicates that all independent variables (job stress, affective commitment and job involvement) simultaneously influence the dependent variable (job performance).

t Test

Table 3. t Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	Sig.	Collinearity Statistic	
	B	Std. Error	Beta		Tolerance	VIF
(Constant)	0.427	0.455		0.354		
<i>Job Stress</i> (X ₁)	0.610	0.120	0.579	0.000	0.828	1.208
<i>Affective Commitment</i> (X ₂)	-0.187	0.150	-0.228	0.221	0.321	3.113
<i>Job Involvement</i> (X ₃)	0.562	0.169	0.585	0.002	0.348	2.878

According to the t test result above, it shows that X₁ (job stress) has a significant value of 0.000 and X₃ (job involvement) has the value of 0.002. Since both variables have significant level less than 0.05, it can be concluded that job stress (X₁) and job involvement (X₃) variables have significantly influenced Y (job performance). However, the significant level of X₂ (affective commitment) shows the value of 0.221. It can be concluded that X₂ does not significantly influenced job performance.

Coefficient of Determination (R²)

Table 4. Coefficient Determination (R²) Test Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.789	0.623	0.590	0.41544

The result for R^2 test shows the value of 0.623. It indicates that the dependent variable (job performance) can be explained by independent variables (job stress, affective commitment and job involvement) by 62.3%. While the other 37.7% is explained by other independent variables that are not studied in this research.

Classical Assumption Test

Normality test showed the asymptotic significant value of 0.086 (Asymp. Sig > 0.05), this shows that the residual is normally distributed. For the multicollinearity test, VIF value for job stress (X_1) is 1.208, affective commitment (X_2) is 3.113 and job involvement (X_3) is 2.878. All three dependent variables have VIF less than 10, which means multicollinearity is not present. For the heteroscedasticity test, the significant value for job stress (X_1) is 0.074, affective commitment (X_2) is 0.281 and job involvement (X_3) is 0.829. All three dependent variables have significant value more than 0.05, which means heteroscedasticity is not present. For linearity test, the significant value for job stress (X_1), affective commitment (X_2) and job involvement (X_3) is 0.000. It can be concluded that job stress (X_1), affective commitment (X_2) and job involvement (X_3) has a linear relationship with job performance. As for autocorrelation test, the value of du is 1.658. It can be concluded that the result shows no autocorrelation.

Discussion

The Influence of Job Stress on Job Performance

The first findings shows that job stress significantly influenced job performance. This result indicates that if employees are given more difficult workload, they would give higher performance. In the context of CV. KSM, majority of the respondents are aged 36-45 years old, whose family is relying on them for financial support. For that reason, they will accept whatever work company has given them and make efforts to give the best performance, so that the company will keep them. Therefore, they see difficult workload as a motivation to finish more work, produce error-free reports and submit it on time. In CV. KSM, there are targets set for every department. In the finance department, specifically, they are required to submit financial report every month on the 5th. However, in practice, they often submit later than the fifth. Therefore, company should see this as a warning that employees are suffering from stress due to the rigid deadlines. Ahmed and Ramzan (2013) stated that stress is needed for increasing job performance but only up to a certain level. Job stress will decrease performance, if company have a rigid timing for work completion. They stated that employees who have more workload, should be given more time to finish in order to produce higher quality and quantity works.

The Influence of Affective Commitment on Job Performance

The second findings shows that affective commitment does not significantly influence job performance. This result indicates that no matter how loyal or how proud employees to CV. KSM, it will not influence on how many or how good the quality of works they produce. The result of this research is supported by Karatepe, *et al.*, (2011), Khan (2015) and Bandula and Lakmini (2016), in which the findings showed that affective commitment does not significantly influenced job performance.

The Influence of Job Involvement on Job Performance

The third findings shows that job involvement significantly influenced job performance. This result indicates that employees in CV. KSM who are actively participate at work and who have the notion of '*work is important for self-image*' and '*work is a center of attention*' will perform better in terms of producing higher quantity and quality works. Also they are most likely to finish the said work according to the given time. CV. KSM has a culture of transparency and feedback, in which employees can talk and share their critiques and suggestions directly to their head of departments or even to the director without a complicated bureaucracy.

However, even though the company has designed a such culture, majority of employees are not aware of this. The result of this research is in line with Mildred (2016) who stated that there is a positive significant influence of job involvement on job performance. She further explained that in order to have high performing employees, company should grant the opportunities for them to speak up and participate in a decision making. One way to increase employees' participation in

decision making is to conduct a regular afternoon briefing, where employees are gathered and have managers asked them regarding their work that day and asked about the suggestions on how we can improve the next day.

On the other hand, Rizwan, *et al.*, (2011) stated that involved employees will put extra effort in completion of their work, in order to achieve the company's goals. Thevanes and Dirojan (2018) suggested that company should apply innovative practices to enhance employees' involvement. Rizwan, *et al.*, (2011) agreed that by recognizing employees' performance, it will affect their involvement to the company. One way to do that is by organizing an annual employee awarding event, where accomplished employees are called out and shown in front of their colleagues and give them rewards. This will motivate others to be more involved and get the rewards.

Limitations

There are numbers of aspects to which this research is limited. Firstly, the independent variables used in this research are only limited to job stress, affective commitment and job involvement. Those variables are used because its relevancy to the problems that CV. KSM experienced. However, every business is different, and what might seem the problem here, does not necessarily mean a problem in other company. Secondly, the respondents of this research come from different levels of position and different length of working, where they have different responsibilities and different experiences. Lastly, the company that is used as the object of this research does not have standardized job descriptions for every employee.

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