

THE EFFECT OF JOB STRESS, PERCEIVED ORGANIZATIONAL SUPPORT, AND TRAINING ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS MEDIATION AT BSI KC BANDA ACEH DAUD BEUREUEHI

***Muhammad Fajri, Mukhlis Yunus and A. Sakir**
Management Department, Universitas Syiah Kuala

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ABSTRACT

This study was to analyze the effect of job stress, perceived organizational support, and training on employee performance either directly or indirectly through commitment in Bank Syariah Indonesia (BSI) Banda Aceh branch (BSI KC Banda Aceh Daud Beureueh I), located in Banda Aceh city, Indonesia. Respondents were determined by a census with a total of 126 employees, while the data analysis technique used was SEM. The result reveals that Job stress negatively affects commitment, perceived organizational support positively affects commitment, Training positively affects commitment, Job stress negatively affects performance, perceived organizational support positively affects performance, Training positively affects performance, Commitment positively affects performance, Job stress affects performance indirectly through commitment, perceived organizational support affects performance indirectly through commitment, and Training affects performance indirectly through commitment. These findings also explain that commitment acts as a partial mediator and a full mediator in the model. So these findings prove that the model of improving employee performance is a function of decreasing job stress, increasing perceived organizational support, increasing training, and increasing commitment.

Keyword: Job stress, Perceived Organizational Support, Training, Organizational Commitment, Employee Performance.

1. INTRODUCTION

The banking industry is currently experiencing fairly rapid competition, various efforts have been made by companies engaged in the banking sector to be able to win the competition. The presence of private banks makes competition in the banking sector more attractive, where private banks also offer a wide selection of banking products or services that are the same as those offered by state banks. With the increasingly rapid competition to obtain third party funds, private and state banks compete to gain a competitive advantage to become the best bank in terms of services and facilities, not least for Bank Syariah Indonesia (BSI) branch Banda Aceh (BSI KC Banda Aceh Daud Beureueh I), located in Banda Aceh city, Indonesia, as one of the Indonesian government's banks. In facing competition, BSI always strives to improve all existing deficiencies, both in terms of technology, services, and human resources. In this case, the human resources in question are employees. One aspect that can determine the performance of BSI is the growth of the Number of Accounts (NoA). It concludes that the performance of the Banda Aceh Area BSI can be said to have not been maximized, this can be seen from the Banda Aceh Area BSI ranking which is in position 34 out of 45 areas and has a NoA growth of only (22.14%) which is still below the expected standard. has been determined (> 30%) so that it also indicates that the performance

of BSI Banda Aceh Area employees can also be said to be not optimal.

The performance of an employee can be influenced by the commitment that employees have to the organization, training provided by the organization to the employees, and the support provided (perceived) by the organization to the employee (Wilson & Ssempebwa, 2016); (Meyer, 2016); (Bharata, 2016); (Dana & Dewi, 2016). Training can develop employee outcomes by changing work practices that are more efficient and effective and refers to planned interventions aimed at improving individual performance elements (Chiaburu & Tekleab, 2005). The support provided by the organization's management will affect the effectiveness of the organization which in turn will have an impact on employee performance (Antonacopoulou, 2000). Every organization must provide a form of positive support that is beneficial for employees because the support provided can create employee perceptions of the organization so that employees with a high level of perceived organizational support will provide maximum performance (Weny et al., 2021).

The performance can also be influenced by the level of job stress that the employee has. Job stress is an unpleasant tension or disturbance felt by employees that can affect their emotions, thought processes, and conditions of employees (Noermijati & Primasari, 2015). If employees' expectations of the organization are not met, employees will move towards negative behavior so that their performance will decrease due to stress. An employee with a high level of job stress certainly cannot provide the best for the organization so it will have a negative impact on its performance (Zafar et al., 2015). However, job stress not only has an impact on employee performance but also has other negative impacts such as fatigue, lack of motivation, disloyalty,

Based on the studies, it is known that performance is influenced by job stress, perceived organizational support, training, and commitment. The results of research conducted by previous researchers also found that job stress, perceived organizational support, training, and commitment can improve performance, such as the results of studies conducted by Putri & Sary (2020); Agustyna & Prasetyo (2020); and Motlokoa et al. (2018). But some studies also state job stress (Martini & Sitiari, 2018), perceived organizational support (Suprianto et al., 2021), training (Purnawati et al., 2017), and commitment (Suwibawa et al., 2018) has no significant effect on employee performance. It shows some gaps need to be described in the model. Based on that research background, this research was conducted in BSI KC Banda Aceh Daud Beureueh I to verify whether job stress, perceived organizational support, training, and commitment contribute to improving employee performance and whether commitment can act as a mediator in the model.

2.LITERATURE

Employee performance

Performance is often associated with several things such as quantity, quality, efficiency, and effectiveness of the results of a job (Adam, 2014) ; (Bernardin & Russel, 2012). Performance can also be said as a representation of the level of achievement of the implementation of an activity program in realizing the goals, objectives, vision, and mission of the organization (Mukhlis et al., 2020). Robbins & Judge (2013) define employee performance as a measure of work results that describe the extent to which an employee's activities in carrying out tasks and trying to achieve the goals set. In simple terms, employee performance can be defined as the result of quality and quantity obtained by an employee after doing his job (Schermerhorn, Hunt, Osborn, & Uhl-Bien, 2012).

Employee performance can be influenced by several factors, but the predictors of employee

performance in this study consist of:

- 1) Organizational commitment; Employees who are committed to the organization tend to be more accomplished than less committed employees because these employees try harder on behalf of the organization to achieve the goals and mission of the organization (Jafri & Lhamo, 2013).
- 2) Training; Training can develop employee self-efficacy and performance outcomes by changing work practices that are more efficient and effective and refers to planned interventions aimed at improving individual performance elements (Chiaburu & Tekleab, 2005).
- 3) Perceived Organizational Support; When the organization pays attention to employee welfare, cares about employees, and pays attention to employee working conditions, it can improve employee performance through the perception of organizational support owned by employees (Farasat & Ziaaddini, 2013).
- 4) job stress; The level of stress possessed by an employee will have an impact on the work results obtained, generally, employees who have a low level of job stress can perform their duties better and will have optimal performance (Putri & Sary, 2020).

Employee performance in this study was measured using indicators adapted from Bustami et al. (2021), the indicators consist of: 1) quality, 2) quantity, 3) timeliness, 4) effectiveness, 5) independence, and 6) cooperation.

Organizational Commitment

According to Shagholi et al.(2011), organizational commitment is the attitude of an employee that reflects his belief in the values of the organization, his willingness to strive for the benefit of the organization, and his desire to remain in the organization. Organizational commitment can also be said as the level of employee loyalty to the organization (Schermerhorn et al., 2012); (Ibrahim, Armia, Fadhilatul, & Syariah, 2018); (Luthans, 2011). In simple terms, organizational commitment can be defined as the identification, involvement, and loyalty expressed by an employee towards the organization (Gibson, Ivancevich, Donnely, & Konopaske, 2012). An employee's commitment to an organization can be influenced by several factors, but the predictors of organizational commitment in this study consist of:

- 1) Training; The research by Purnawati et al. (2017) concluded that the more training an organization provides to an employee, the more the employee's commitment will increase.
- 2) Perceived Organizational Support; The research by Rahman & Karan (2012) and Metria & Riana (2018) concluded that the more support the organization provides to an employee, the more commitment the employee has to the organization.
- 3) job stress; The research by Bhatti et al. (2016) and Ruzungunde et al. (2016) concluded that the lower the job stress level of an employee, the higher the commitment of the employee to the organization.

Commitment in this study was measured using indicators adapted from Setiawan & Gunawan (2018), while the indicators consist of: 1) pride, 2) pleasure, 3) concern, 4) obligation, and 5) attachment.

Training

Training is part of education that involves the learning process to acquire and improve skills outside the education system that applies in a relatively short time with methods that prioritize practice over theory (Zainal et al., 2015). Training can also be said as a series of

activities designed to increase skills, knowledge, experience, or change an individual's attitude (Simamora, 2006). Baharuddin et al. (2013) explained that training can prepare people to do their jobs and development prepares employees who need attitudes, knowledge, and skills. Thaiefi et al. (2015) explained that training is intended to improve the mastery of various skills and the technical implementation of certain jobs in detail and routine. According to Motlokoa et al. (2018), training is a systematically planned process to change behavior through learning events, activities, and programs that can help to acquire knowledge, skills, competencies, and abilities to carry out work effectively and efficiently. Meanwhile, according to Bharata (2016), training is a process made by organizations to improve the quality of their employees so that they can work optimally to help the organization achieve its goals. The training in this study was measured using indicators adapted from Mangkunegara & Waris (2015), while the indicators consisted of: 1) instructors, 2) participants, 3) materials, 4) methods, and 5) objectives.

Perceived Organizational Support

Perceived organizational support is a perception that arises because of the organizational support felt by employees about how much the organization values each contribution, cares about welfare, and how the organization assists when employees need it (Gemilang & Riana, 2021). According to Jayasree & Sheela (2012), perceived organizational support is the employee's belief that the organization cares and values its contribution to the success of the organization. The support provided by the organization can be in the form of attention from the leadership as well as adequate facilities and infrastructure to support employees in carrying out their duties (Rhoades & Eisenberger, 2002). Icon & Ogochukwu (2019) defines perceived organizational support as acceptance of contributions made as a result of employee activities and employees' perceptions of maintenance by the organization. Perceived organizational support in this study was measured using indicators adapted from Casimir et al. (2014), the indicators consist of: 1) respecting contributions, 2) appreciating effort, 3) paying attention to complaints, 4) caring about welfare, 5) respecting opinions, 6) caring about satisfaction, 7) paying attention to employee needs, and 8) appreciate the success of employees.

Job stress

Job stress arises because of job demands, when an employee is unable to meet job demands and is unable to control these demands, the employee will experience job stress (Bhatti et al. (2016). Job stress is a tense condition that causes physical and mental imbalances). that affect the emotions, thoughts, and conditions of an employee (Zainal et al., 2015). Job stress can be defined as an unpleasant psychological process that occurs in response to stress in the work environment (Robbins & Judge, 2013). Luthans (2011) defines job stress as a response in adjusting to certain conditions and is influenced by individual differences and psychological processes, consequences of environmental actions, circumstances that cause many psychological and physical demands. Job stress is an unpleasant tension or disturbance felt by employees that can affect the emotions, thought processes, and conditions of employees (Noermijati & Primasari, 2015). Job stress in this study was measured using indicators adapted from Sari et al. (2021), the indicators consist of: 1) responsibility, 2) high concentration, 3) high risk, 4) inappropriate tasks, 5) short rest periods, 6) irregular working hours, and 7) need time. longer.

Research Hypothesis

The formulation of the problem that can be identified in this study are:

- H1 : job stress affects commitment
- H2 : perceived organizational support affects commitment
- H3 : training affects commitment
- H4 : job stress affects performance
- H5 : perceived organizational support affects performance
- H6 : training affects performance
- H7 : commitment affects performance
- H8 : commitment mediates the job stress effect on performance
- H9 : commitment mediates the perceived organizational support effect on performance
- H10 : commitment mediates the training effect on performance

3. METHOD

The population was all employees at BSI KC Banda Aceh Daud Beureueh I, located in Banda Aceh city, Indonesia, totaling 126 employees. The sample was taken using the census method (Hair, et.al, 2016). The data were collected consisting of primary data and secondary data. Data were analyzed using the SEM-AMOS. This data analysis tool is an inferential statistical tool used for hypothesis testing (Hair et al, 2013: 181). The objective was to verify the model. For this reason, the researcher proposes a hypothesis to be tested later by using the right analytical tools. Before testing the hypothesis, confirmatory factor analysis (CFA) was used, which is based on the goodness-of-fit measure (Hair et al. 2010: 194).

4. RESULT

Structural Model

The structural model testing was carried out after testing the CFA. The results are shown in Figure 1 below.

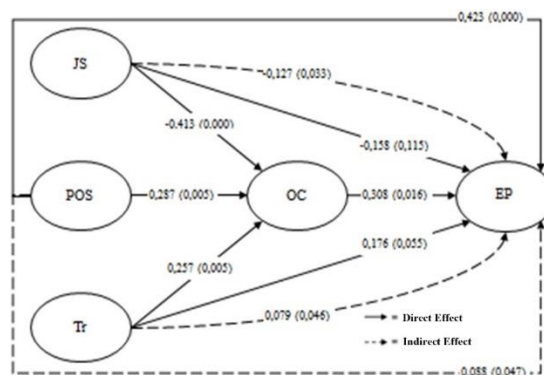


Figure 1. SEM Test Results

Testing the 10 hypotheses was carried out to provide the Critical Ratio (CR) as shown in Table 1 below.

Table 1. Standardized Regression Weight

Influence between Variables			Path Coefficient	Significant Value
Job stress		→ Organizational Commitment	- 0.413	0.000
Perceived Support	Organizational	→ Organizational Commitment	0.287	0.005
Training		→ Organizational Commitment	0.257	0.005
Job stress		→ Employee performance	- 0.158	0.115
Perceived Support	Organizational	→ Employee performance	0.423	0.000
Training		→ Employee performance	0.176	0.055
Organizational Commitment		→ Employee performance	0.308	0.016

Source: Primary Data Processed, (2022)

Job stress Effect on Commitment

Testing job stress effect on commitment provides coefficient -0.413 and P 0.000, describes that job stress contributes to an increasing commitment by 41.3%. The results also figure that job stress owned by employees is something that can determine commitment to the organization, whereas the results also mean that the lower job stress is owned by employees of BSI KC Banda Aceh Daud Beureueh I, then the commitment to the organization will increase. This result is also following the research by Bhatti et al. (2016) and Ruzungunde et al. (2016) in which the results also found that job stress affects increasing commitment.

Perceived Organizational Support Effect on Commitment

Testing perceived organizational support effect on commitment provides coefficient 0.287 and P 0.005. It reveals that the perceived organizational support contributes to an increasing commitment by 28.7%. The results also describe that organizational support felt by employees is something that can determine commitment to the organization, where the results also figure that the greater the support provided by the organization to employees BSI KC Banda Aceh Daud Beureueh I, then the commitment to the organization will increase. This result also follows the research by Rahman & Karan (2012) and Metria & Riana (2018) where the results also found that the perceived organizational support contributes to an increasing commitment.

Training Effect on Commitment

Testing training effect on commitment provides coefficient 0.257 and P 0.005. So it reveals that training contributes to an increasing commitment by 25.7%. The results also describe that the training provided by the organization to employees is something that can determine commitment

to the organization, which the results also describe that the more often employees take part in the training provided by the organization of BSI KC Banda Aceh Daud Beureueh I, then the commitment to the organization will increase. This result is also following the research by Purnawati et al. (2017) in which the results also found that training affects increasing commitment.

Job stress Effect on Performance

Testing job stress effect on performance provides coefficient -0.158 and $P 0.115$, so it explains that job stress does not contribute to improving performance. The results also explain that the job stress of the employee cannot determine the employee's performance. This means that low or high levels of job stress are owned by employees of BSI KC Banda Aceh Daud Beureueh I will not impact performance. This result is not following the research by Zafar et al. (2015) and Putri & Sary (2020) where results found that job stress affects improving employee performance. However, the results do not prove that this research is not true or less relevant, because other research results have the same results as this study, namely the results of Martini & Sitiari's (2018) research which also found that job stress does not contribute in improving employee performance.

Organizational Support Effect on Performance

Testing perceived organizational support effect on performance provides coefficient 0.423 and $P 0.000$, so it explains that the perceived organizational support contributes to improving performance by 42.3% . The results also reveal that organizational support felt by employees is something that can determine performance, which the results also describe that the greater the support provided by the organization to employees of BSI KC Banda Aceh Daud Beureueh I, the employee's performance will increase. This result is also following the results of research conducted by Dana & Dewi (2016) and Agustyna & Prasetyo (2020) in which results also found that Perceived Organizational Support affects improving employee performance.

Training Effect on Performance

Testing training effect on performance provides coefficient 0.176 and $P 0.055$. So this figures that the increase in training does not contribute to improving performance. The results also describe that the training provided by the organization to employees cannot determine the employee's performance. This means that whether or not employees often take part in the training provided by BSI KC Banda Aceh Daud Beureueh I will not impact employee performance in the organization. This result is not following the research by Awang et al. (2010) and Motlokoa et al. (2018) where the results found that job stress affects improving employee performance. However, the results do not prove that this research is not true or less relevant, because other research results have the same results as this study, namely the results of Purnawati et al. (2017) who also found that training did not have a significant contribution in improving employee performance.

Commitment Effect on Performance

Testing commitment effect on performance provides coefficient 0.308 and $P 0.016$ so it shows that commitment contributes to improving performance by 30.8% . The results also reveal that the employee's commitment to the organization is something that can determine the employee's performance which the results of this study indicate that the higher the employee's commitment to BSI KC Banda Aceh Daud Beureueh I, then the employee's performance will

increase. This result also follows the research by Nurluviyana & Sudarma (2020) and Putra et al. (2021) in which the results also found that commitment affects improving employee performance.

Job stress Effect on Performance through Commitment

The result of hypothesis 8 is explained as follows:

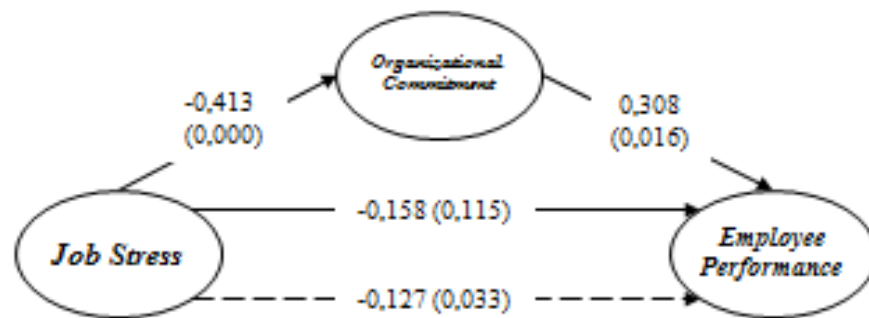


Figure 2 . Result of Hypothesis 8

Figure 2 shows that testing job stress's effect on performance indirectly through commitment provides coefficient -0.127 and P 0.033. These results conclude that the lower the job stress that employees of BSI KC Banda Aceh Daud Beureueh I have, then the employee's commitment to the organization will increase which indirectly also contributes to improving performance by 12.7%. Figure 2 also describes commitment in this study acts as a full mediation in the job stress effect on performance, it is seen from the results which found that job stress does not affect performance directly but job stress affects performance through commitment.

Perceived Organizational Support Effect Performance through Commitment

The result of hypothesis 9 is explained as follows:

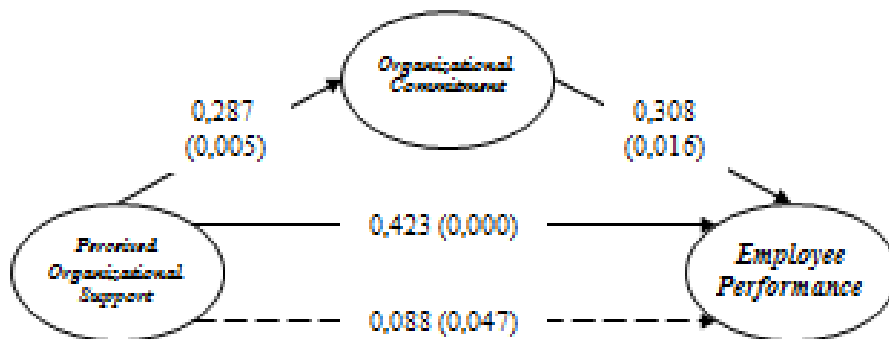


Figure 3. Result of Hypothesis 9

Figure 3 says that testing the perceived organizational support effect on performance indirectly through commitment provides coefficient 0.88 and P 0.047. These results conclude that the greater the support provided by the organization to employees of BSI KC Banda Aceh Daud Beureueh I, the employee's commitment to the organization will increase, which indirectly also

contributes to improving performance by 8.8%. Figure 3 also reveals commitment acts as a partial mediator in the perceived organizational support effect on performance, it is seen from the results found that perceived organizational support affects performance either directly or indirectly through commitment.

Training Effect on Performance through Commitment

The result of hypothesis 10 is explained as follows:

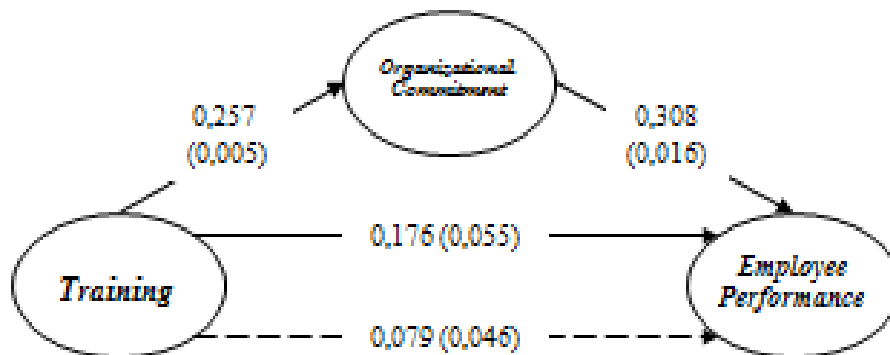


Figure 4. Result of Hypothesis 10

Figure 4 describes that testing the training effect on performance indirectly through commitment provides coefficient 0.079 and P 0.046. These results conclude that the more often employees take part in the training provided by BSI KC Banda Aceh Daud Beureueh I, then the employee's commitment to the organization will increase which indirectly contributes to improving performance by 7.9%. Figure 4 also concludes that commitment in this study acts as a full mediator in the training effect on performance, it is seen from the results found that training does not affect performance directly but training affects performance through commitment.

5. CONCLUSION

The result reveals that job stress negatively affects commitment, perceived organizational support positively affects commitment, Training positively affects commitment, Job stress negatively affects performance, perceived organizational support positively affects performance, Training positively affects performance, Commitment positively affects performance, Job stress affects performance indirectly through commitment, perceived organizational support affects performance indirectly through commitment, and Training affects performance indirectly through commitment. These findings also explain that commitment acts as a partial mediator and a full mediator in the model. So these findings prove that the model of improving employee performance is a function of decreasing job stress, increasing perceived organizational support, increasing training, and increasing commitment. This tested model contributes to the strengthening of the theory and the further development of the theory. For further researchers, they can develop their research by using this model as a theoretical basis and adding it with other variables.

Several suggestions for practitioners, especially research subjects, were also successfully generated from this research. BSI KC Banda Aceh Daud Beureueh I needs to readjust tasks to

employees according to the abilities of each individual so that the workload received is more balanced. Also, BSI KC Banda Aceh Daud Beureueh I must maintain and increase organizational support so that employees feel comfortable and better in carrying out their work, re-evaluate the training provided to employees to be more effective so that it will have an impact on increasing optimal performance. BSI KC Banda Aceh Daud Beureueh I also need to maintain and improve the commitment by making employees feel happy and comfortable working in the organization so that employees will have an attachment to the organization.

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