

# **THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, JOB STRESS AND WORK ENVIRONMENT ON ORGANIZATIONAL COMMITMENT (STUDY ON HOSPITAL EMPLOYEES IN SOUTH JAKARTA)**

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## **ABSTRACT**

*Productivity is something that companies always want to improve, including hospitals. Employees become assets and driving forces to achieve company goals. This research examines the influence of transformational leadership, work stress and the work environment on organizational commitment among hospital employees in South Jakarta. This research collected data from 130 respondents who were hospital employees in the South Jakarta area who were still working. This research is quantitative research with a non-probability-purposive sampling method and processed using partial least squares. The collected data was processed using SPSS version 28. The research results showed that transformational leadership and work stress had no effect on organizational commitment and the work environment had an effect on organizational commitment. Then transformational leadership, work environment, and work stress together influence organizational commitment. The managerial implications of this research suggest that hospital management can manage a conducive and supportive work environment as well as sufficient time and workload so that employees become more comfortable at work.*

**Keywords:** Transformational leadership, work environment, work stress, organizational commitment,

## **1. INTRODUCTION**

Human resources play an important role in a company. Humans are the driving force and determinant of the running of an organization, therefore human resources in carrying out work are an important factor in every organization. An organization not only expects capable employees, but most importantly employees who are willing to work hard and achieve maximum performance results (Ramdani et al., 2019). Employees are a valuable asset for the company. In order for company productivity to run smoothly, employees are needed who adhere to the principle of placing the right people in the right place (Permatasari & Rahyuda, 2020).

Organizational commitment is also a factor that influences how employees are actively involved in carrying out every company activity. Peng, et al (2020) explained that organizational commitment is the level of employee trust and acceptance of organizational goals and the desire to remain in the organization. The higher the organizational commitment, the more optimal employee performance will be. Another factor that influences organizational commitment is work stress and the work environment. Work stress is a general term that can be interpreted as life pressure felt by employees that cannot be realized or achieved. An employee will feel stressed because he is unable to understand his limitations due to something that can cause feelings of frustration, anxiety and guilt (Novitasari, 2020).

Therefore, a leader's attitude is needed that is able to influence employee work motivation, such as a transformational leader. The application of a transformational leadership style makes

employees feel loyal to their superiors so that it will motivate subordinates to do what the leader expects. Transformational leadership can create environmental conditions that can motivate employees to achieve organizational goals and develop interest in work (Widyatmika & Riana, 2020). The work environment influences employee emotions. If an employee likes the work environment in which he is, the employee will be able to adapt to his workplace and feel comfortable in carrying out his work activities so that he can use his time effectively and efficiently (Emelda, 2019). Working in a safe and comfortable physical work environment can support the work carried out by employees (Lase & Sahyar, 2022). A good work environment can create working conditions that can motivate employees to work, because it can influence employee morale.

The objective of this research is to explore about the influence of work stress, work environment and transformational leadership on organizational commitment such as follows:

1. To determine and analyze the influence of transformational leadership on the organizational commitment of hospital employees in South Jakarta.
2. To determine and analyze the influence of work stress on the organizational commitment of hospital employees in South Jakarta.
3. To determine and analyze the influence of the work environment on the organizational commitment of hospital employees in South Jakarta.
4. To determine and analyze the influence of transformational leadership, work stress, and the work environment together on the organizational commitment of hospital employees in South Jakarta

### **Transformational Leadership**

Transformational leadership is a style where leaders can enhance the self-effectiveness of their followers and are also capable of inspiring and providing the group with enthusiasm. Various experts have expressed opinions about transformational leadership. Darmawan and Djaelani (2021) state that transformational leadership is the behavior shown by leaders in companies, organizations, and groups that can set an example and inspire employees to make efforts and always prioritize the interests of the company, organization, and group. According to Purnawati, Suparta, and Yasa (2019), transformational leadership is a condition where employees or subordinates of a leader can trust, admire, and show loyalty and respect to their leader and are motivated to perform tasks beyond initial expectations.

### **Job Stress**

Work stress is the feeling of pressure experienced by employees when facing their jobs. Symptoms of work stress include unstable emotions, anxiety, loneliness, difficulty sleeping, excessive smoking, inability to relax, anxiety, tension, and digestive problems (Apriliana, 2021). Activities within any organizational group can cause stress in individuals. Stress is always present in daily life. From a layperson's perspective, stress is something unpleasant or disruptive. A person's response to stress depends on their personality, the resources available to help them cope, and the context in which the stress occurs (Permatasari & Rahyuda, 2020).

### **Work Environment**

The work environment refers to the social, political, and physical aspects that affect work and the performance of tasks. Humans are always in close interaction with their environment, and this relationship is crucial in the context of the work environment. According to Safira & Adlina (2022), the work environment includes elements such as light, color, air, sound, and music that influence performance in task execution. Rumoning (2018) defines the work environment as the

physical factors that create the physical atmosphere in the workplace. Siregar (2020) also states that the work environment includes everything around the worker that can affect their performance, including cleanliness and the presence of music. Rezeki and Diwyarthi (2022) affirm that the work environment involves social, psychological, and physical aspects in the workplace that affect worker performance.

### **Organizational Commitment**

Organizational commitment is an individual's attitude or behavior towards the organization, characterized by loyalty and the achievement of the organization's vision, mission, and goals. High commitment is evident through the belief in and acceptance of the organization's goals and values, the desire to work for the organization, and the intention to remain a member of the organization. Employee commitment significantly influences the achievement of organizational goals. According to Lase and Sahyar (2022), organizational commitment is an attitude regarding employees' loyalty to the organization where they work, which is continuous and demonstrates high concern for the organization.

### **The relationship between transformational leadership and organizational commitment**

Mufidatun and Azizah (2019) found that transformational leadership is critical for developing high organisational commitment among employees. The influence of transformational leadership is the building of strong organisational commitment among personnel. Transformational leaders inspire employees with their vision and principles, leading to strong identification with the organisation. Employees are actively engaged in their work, show strong loyalty, and have a good attitude towards the organisation. Thus, transformational leadership plays an important role in establishing a strong organisational culture.

**H1: Transformational leadership influences the organizational commitment of hospital employees in South Jakarta.**

### **The relationship between work stress and organizational commitment**

There are discrepancies between studies that show a positive association between work stress and organisational commitment and others that show a negative relationship between these two factors. This emphasises the complexities of interpreting the relationship between job stress and organisational commitment, which can be influenced by factors such as organisational environment, research methodology, and respondent characteristics. Research demonstrating a positive link between job stress and organisational commitment may point to the existence of coping or adaption mechanisms in which individuals suffer work stress while remaining highly committed to the organisation. On the other hand, studies indicating a negative association between job stress and organisational commitment suggests that high levels of stress can lower employee engagement and loyalty to the organisation. Employee stress can impair their well-being and make them question their motivation to continue contributing in the long run. It is critical to recognise that numerous factors might influence the relationship between job stress and organisational commitment, such as organisational rules and culture, social support, job autonomy, and individual coping mechanisms.

**H2: Job stress influences the organizational commitment of hospital employees in South Jakarta.**

### **The relationship between work environment and organizational commitment**

Both a physical and non-physical supportive work environment can give employees the tools they need to perform their jobs well. Employee well-being and productivity can be raised by

elements like good lighting, a suitable the environment, purity, and a positive work environment. The aforementioned research's findings demonstrate that a supportive work environment improves employee performance. This highlights the significance of organisational initiatives to establish a workplace that helps staff members accomplish organisational objectives. Employee performance can also be influenced by organisational commitment, which is a significant element. High organisational commitment employees are typically more devoted and provide the best contributions to the accomplishment of the company's goals.

**H3: The work environment influences the organizational commitment of hospital employees in South Jakarta.**

The conceptual framework for this research is summarized in Figure 1.

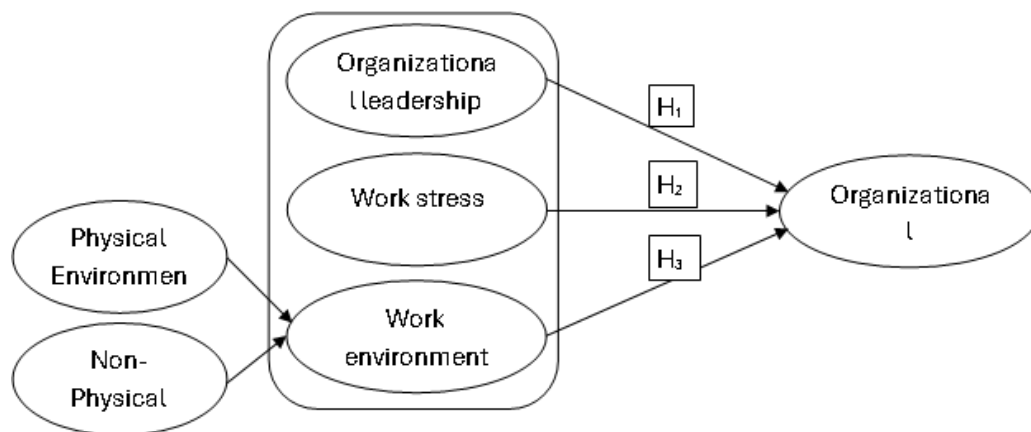


Figure 1. Conceptual Framework

**2. RESEARCH METHOD**

The research method used is quantitative research with partial least squares-structural equation modeling (PLS-SEM) method. The sampling technique uses non-probability sampling-purposive sampling. The data in this research was collected through a questionnaire with a Likert scale of one to five which was distributed using messaging applications and social media until 130 respondents were collected. The respondents in this study are hospital employees in the South Jakarta area who are at least 20 years old who are still working in hospitals in the South Jakarta area and have worked for at least 1 year where the respondents work now.

**3. RESULT AND DISCUSSION**

Validity and Reliability Test

In a research, convergent validity testing needs to be carried out to test the presence of a good percentage of variance in each latent structure indicator. Convergent validity testing can be seen from the estimated standard AVE value. A good or ideal estimated exposure value is above 0.70 or the acceptable tolerance limit is 0.50. Reliability testing aims to measure the consistency of the values of the variables in this research. This test value is obtained from the Cronbach alpha and/or composite reliability values for each variable where the ideal value is greater than 0.70 in order to be categorized as reliable (Ghozali, 2016).

Tabel 1. Validity Test

Source: Results of questionnaire data processing, 2024

Variable	AVE	Cronbach Alpha
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Variable	AVE	Cronbach Alpha
Work stress	0,505	0,800
Work environment	0,509	0,894
Transformational leadership	0,762	0,947
Organizational commitment	0,563	0,837

In accordance with the AVE value above, it can be seen that all the variables used in this research have values above 0.50. Therefore, all variables are said to be valid. Furthermore, from the table above it can be seen that all the variables used in this research have values greater than 0.70 so it can be said that all variables are reliable.

### Classical Assumption Testing

Classical assumption testing is required in this research hypothesis to ensure the data used is good for use. (Ghozali, 2018)

### Normality test

The image below shows the results of normality testing for this study.

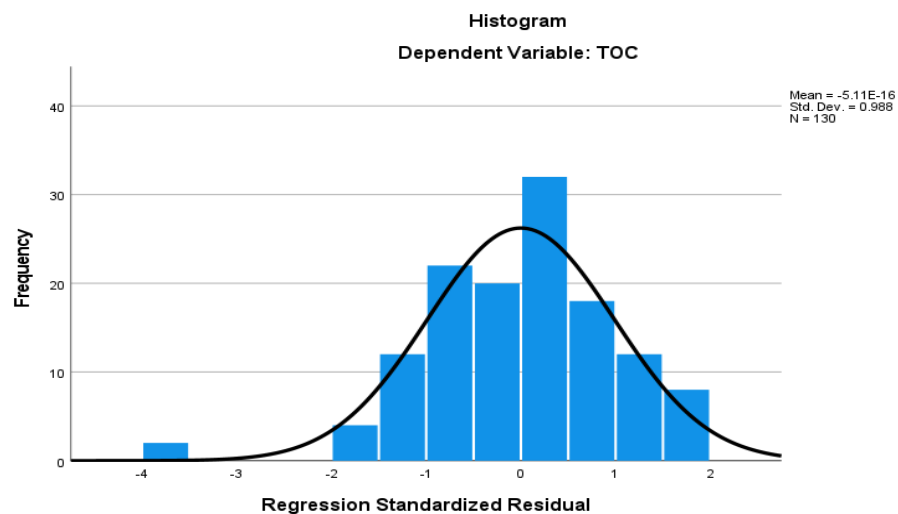


Figure 2. Normality Test Result Histogram  
 Source: Results of questionnaire data processing, 2024

Apart from the histogram image, the results of the normality test can also be seen from the P-P Plot test as seen in the image below.

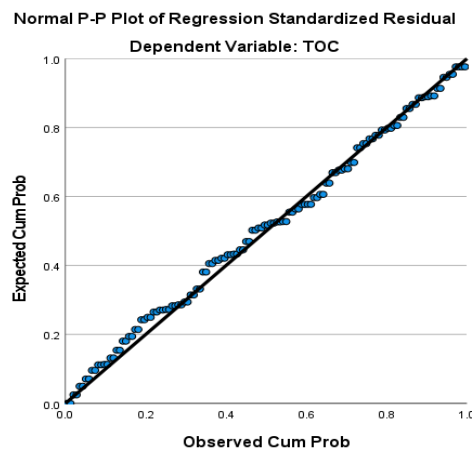


Figure 3. Normality Test Result P-P Plot  
 Source: Results of questionnaire data processing, 2024

Based on the table above, it can be seen that the data points form a diagonal line so this research data is normally distributed.

#### Multicollinearity Test

Table 2. Multicollinearity Testing  
 Source: Results of questionnaire data processing, 2024

Collinearity Statistics Tolerance	VIF
0,403	2,484
0,405	2,467
0,857	1,167
a. Dependent Variable: TOC	

Based on the table above, it can be seen that the tolerance value for all variables is greater than 0.1 and the VIF value for each variable is greater or less than 10. Therefore, it can be concluded that there is no multicollinearity in each variable.

#### Heteroscedasticity Test

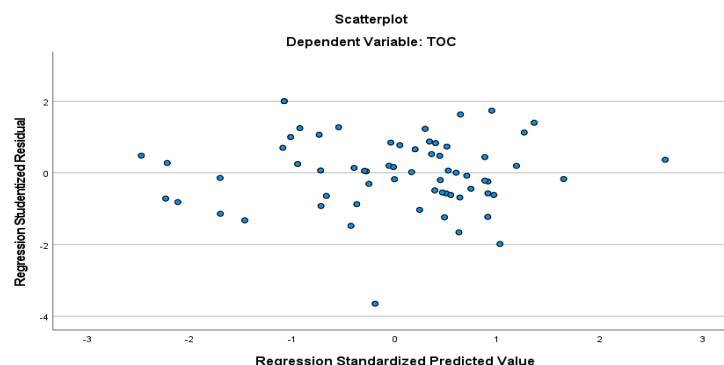


Figure 3. Heteroscedasticity Test Result  
 Source: Results of questionnaire data processing, 2024

From the image above, it can be seen that the data points used in this research are randomly distributed so that they do not form a particular pattern. This condition shows that heteroscedasticity did not occur in this study.

Table 3. T-Counting Table  
 Source: Results of questionnaire data processing, 2024

Model	t	Sig.
1 (Constant)	3,865	0,000
TTL	0,799	0,426
TWEPE	4,707	0,000
TWS	-1,220	0,225

From the table above, it can be seen that the each independent variable influences the dependent variable partially. From the first hypothesis, it was found that transformational leadership had an effect on organizational commitment, the results were not supported. This shows that the respondent's assessment of the ability of hospital leaders or managers is still lacking in communicating and conveying the hospital's vision to employees. The employees' sense of ownership of the hospital can also be said to be low. If employees are given the lure of a higher income or lower workload at another workplace, it is likely that employees will be easily tempted to move. This result is different from the results of research conducted by Mufidatun and Azizah (2019) where the results of their research found a strong influence between transformational leadership and organizational commitment.

Next, for the second hypothesis, namely that work stress influences organizational commitment, the results were not supported. This shows that the respondent's assessment of the large workload is also seen from colleagues, giving rise to a low sense of ownership from employees towards the hospital. If employees are given the lure of a higher income or lower workload at another workplace, it is likely that employees will be easily tempted to move. This result is different from the results of research conducted by Sifa (2021) and research by Permatasari and Rahyuda (2020) where the results of their research found a strong influence between work stress and organizational commitment.

Next is the third hypothesis, namely that the work environment influences organizational commitment. The results are supported. This shows the respondent's assessment of a comfortable working environment where the leadership provides opportunities and opens the door as much as possible for employees to discuss or provide views. As a result, this condition is able to provide a sense of comfort to employees who work in the hospital where the employee currently works. These results are in line with the results of research conducted by Emelda (2019) and research by Nugraha and Ratnamasih (2019) and Tarigan (2020) where the results of their research found that there is a strong influence between the work environment and organizational commitment.

Table 4. F-Counting Table

Source: Results of questionnaire data processing, 2024

<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	753,694	3	251,231	26,767	<.001 <sup>b</sup>
	Residual	1182,613	126	9,386		
	Total	1936,308	129			
<b>a. Dependent Variable: TOC</b>						
<b>b. Predictors: (Constant), TWS, TWEPE, TTL</b>						

Based on the table above, it can be seen that the results of the transformational leadership hypothesis, work environment, and work stress simultaneously support the result on organizational commitment. The results of this research show statistically that transformational leadership, work stress, and the work environment simultaneously influence organizational commitment. This shows the leader's ability to lead employees and the work stress that arises as a result of work loads and demands as well as a comfortable work environment can influence employee commitment to the organization where they currently work.

The results of the first hypothesis show that respondents' assessment of the ability of hospital leaders or managers is still lacking in communicating and conveying the hospital's vision to employees so that employees' sense of ownership of the hospital can also be said to be low. If employees are given the lure of a lower income or workload at another workplace, it is likely that employees will be easily tempted to move.

The results for the second hypothesis show that the respondent's assessment of the amount of workload is also seen from colleagues, giving rise to a low sense of ownership from employees towards the hospital. If employees are given the lure of a lower income or workload at another workplace, it is likely that employees will be easily tempted to move.

The results for the third hypothesis show the respondents' assessment of a comfortable working environment where the leadership provides opportunities and opens the door as much as possible for employees to discuss or provide views. As a result, this condition can provide a feeling of comfort working in the hospital where the employee currently works.

#### 4. CONCLUSIONS AND SUGGESTIONS

Based on the research results, it can be concluded that:

1. Transformational leadership has no effect on organizational commitment.  
 The ability of hospital leaders or managers is still lacking in communicating and conveying the hospital's vision to employees. So, the employee's sense of ownership of the hospital can also be said to be low.
2. Job stress has no effect on organizational commitment  
 The large workload is also seen by co-workers, resulting in a low sense of ownership from employees towards the hospital.
3. The work environment influences organizational commitment  
 Respondents' assessment of the comfortable working environment conditions where the leadership provide opportunities and open as many doors as possible for employees to discuss or provide views. As a result, this condition can provide a feeling of comfort working in the hospital where the employee currently works
4. Transformational leadership, work stress, and the work environment together influence organizational commitment



The leader's ability to lead employees and the work stress that arises as a result of work loads and demands as well as a comfortable work environment may influence employee commitment to the organization where they currently work.

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