

# Job Satisfaction Mediates Work Environment and Stress on Nurses' Organizational Commitment: A Study at ABC Hospital, Bali

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## Abstract

ABC Hospital in Bali is grappling with significant issues concerning its nurses' organizational commitment, evidenced by high turnover rates and clear signs of job dissatisfaction. A preliminary survey underscored this challenge, revealing that over half of nurses (55%) would consider leaving for better opportunities, while a substantial portion (45%) were hesitant to assist colleagues if it encroached on their breaks. This situation poses a direct threat to the quality of the hospital's frontline healthcare services. This study sought to understand how the work environment and work stress influence organizational commitment, specifically examining the mediating role of job satisfaction. Data was gathered from 98 nurses via an online questionnaire and analyzed using SmartPLS 4.0. The findings were conclusive: a positive work environment significantly enhances organizational commitment, while work stress demonstrably diminishes it. The research also confirmed that job satisfaction positively impacts organizational commitment. Looking deeper, the work environment was found to positively influence job satisfaction, and conversely, work stress negatively affected job satisfaction. Crucially, the study established that job satisfaction fully mediates the relationship between both the work environment and work stress, and nurses' organizational commitment. These results strongly suggest that enhancing the work environment quality and effectively managing work stress are vital steps that can lead to improved job satisfaction, ultimately bolstering nurses' organizational commitment. Practically, ABC Hospital should focus on creating a conducive work environment and implementing effective stress management programs to curb turnover and elevate overall nurse performance.

**Keywords:** *Work Environment, Work Stress, Job Satisfaction, Organizational Commitment, Nurses.*



## A. INTRODUCTION

Hospitals are crucial to healthcare, serving as centers for services, research, and medical education (Pudjonarko & Indriani, 2022). Their ability to deliver optimal care hinges on competent healthcare workers, especially nurses, who have the most patient interactions. Therefore, strong nursing performance is vital for overall hospital success and patient satisfaction (Syaifuddin & Amelia, 2021).

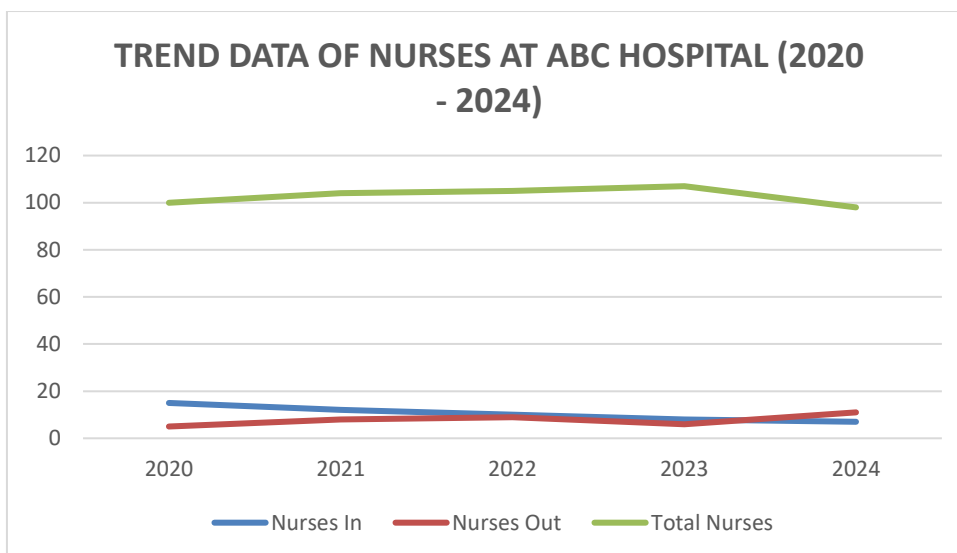
With rising public expectations for service quality, hospitals, including ABC Hospital in Bali, face pressure to enhance their reputation by strengthening organizational commitment among staff, particularly nurses (Gozali, 2022). ABC Hospital, established in 2010 and upgraded to a Type C facility in 2018, needs to create a positive patient impression, especially given past negative perceptions and its location in Bali's provincial capital.

However, preliminary surveys at ABC Hospital revealed concerns about nurses' organizational commitment. Some nurses were unfamiliar with the hospital's vision, and a significant portion expressed willingness to leave for better opportunities or unwillingness to assist during breaks. Interviews further indicated "intention to leave" due to perceived workload-compensation mismatches and nurses holding secondary jobs, all pointing to weak organizational commitment (Saepudin & Djati, 2019). This directly impacts service quality.

Nurses' organizational commitment, characterized by accepting values, exerting effort, and desiring to remain with the organization (Suryakerta, 2022), directly influences the quality of care they provide (Christover & Ie, 2021). High commitment leads to maximized organizational performance and better patient satisfaction, as it reflects psychological and physical dedication (Prasetywati & Dirwan, 2023).

At ABC Hospital, which employs 98 nurses, the expectation is for optimal performance and the delivery of excellent service. However, a significant challenge arises from the staff themselves, who frequently cite inadequate equipment as a barrier to providing quality patient care. This deficiency directly impacts their ability to perform at their best. To effectively cultivate a team of high-performing nurses and, consequently, to significantly enhance the hospital's overall reputation, it is absolutely paramount to ensure nurse satisfaction. This is a crucial point because, as supported by research from Jewell & Siegal (2013), job performance often fundamentally stems from an employee's contentment with their work environment. Therefore, addressing the issues around equipment and fostering a supportive work setting are not just about operational efficiency, but are direct investments in the nurses' satisfaction, which will then translate into improved performance and a stronger reputation for ABC Hospital.

A conducive work environment, defined as all surroundings affecting employees' task execution (Sumiatik et al., 2021), significantly boosts nurses' morale and commitment (Apriliana et al., 2021), as affirmed by various studies (Arsuta & Mashyuni, 2021; Saleh et al., 2019; Gunawan & Ardana, 2020). Conversely, job stress, an adaptive response to excessive demands (Prasetyo et al., 2020), is prevalent among healthcare workers and can negatively impact commitment (Christover & Ie, 2021; Prasetyo et al., 2020). While some research indicates a negative correlation, other studies (Utami et al., 2019) found a positive one, highlighting the complexity of this relationship. Ultimately, job satisfaction, reflecting contentment with work (Sholikhah & Frianto, 2022), is crucial for nurses in high-stress roles, and research (Siswanti & Pratiwi, 2020; Kurniawan & Karanita, 2022) supports its role as a key mediator in managing HR and organizational outcomes. Given nurses' pivotal role in daily patient interactions and increasing turnover rates at ABC Hospital, addressing commitment and satisfaction is urgent.



**Figure 1. Trend Data of Nurses of 2020-2024**

Source: Data collecting (2025)

ABC Hospital has recently seen a concerning trend in nurse numbers, with a notable increase in turnover. After a period of stability from 2020-2022 with around 100-105 nurses, 2024 marked a critical point where only 7 new nurses were recruited while 11 resigned, resulting in the lowest total of 98 nurses since 2020. Interviews cited fatigue, heavy workload, better job offers, family objections, and pursuing further education as reasons for resignation, though management expressed skepticism about these stated reasons. Thus, identifying the true factors influencing nurses' decisions to stay or leave is crucial for the hospital.

The employer-employee relationship should be mutually beneficial, where organizations seek contributions, and employees expect their needs and expectations to be met. An imbalance can negatively affect work dynamics, making it vital to assess job satisfaction defined by Robbins and Coulter (2010) as an employee's general attitude towards their job, reflected in morale, discipline, and performance (Hasibuan, 2006).

Furthermore, organizations must consider the work environment, which includes all surroundings influencing employees' duties. For hospitals, this is particularly important as the environment directly impacts nurses' daily interactions and their decisions to remain employed. Colquitt et al. (2013) also highlight that prolonged work stress, dissatisfaction, and unsupportive work environments can lead to turnover intentions. This study, building on previous research like Herjany and Bernarto's (2018) work on work environment, job satisfaction, and work stress, aims to address ABC Hospital's challenges, improve its management, and ultimately enhance nurses' organizational commitment, thereby positively impacting healthcare services.

## B. METHOD

This research employed a management science approach, specifically focusing on human resource management within the hospital service sector. The

study concentrated on nurses at ABC Hospital as the primary subjects, aiming to meticulously analyze the intricate relationships between several key variables. The core objective was to understand how the work environment and job stress influence organizational commitment, with a particular emphasis on the crucial mediating role of job satisfaction in this dynamic.

To achieve this, the research model clearly defined the work environment and job stress as the independent variables, asserting their potential impact on other factors. Job satisfaction was designated as the mediating variable, implying that its presence helps explain the connection between the independent variables and the ultimate outcome. Finally, organizational commitment was established as the dependent variable, representing the outcome that the study sought to understand and predict. The complex interplay of these variables was then rigorously analyzed using Structural Equation Modeling Partial Least Squares (SEM-PLS), a robust statistical technique, with the aid of SMART PLS 4.0 software for precise data processing and model evaluation.

### C. RESULT AND DISCUSSION

Based on the questionnaire distribution results, the respondent characteristics can be described as follows.

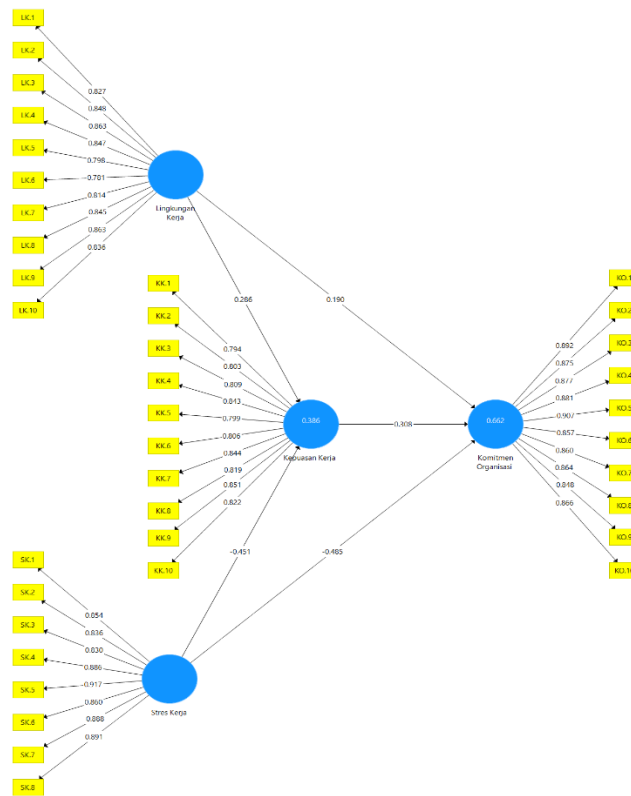
**Table 1. Respondent Characteristics**

Respondent Characteristics	Number (persons)	Percentage (%)
<b>Gender</b>		
Male	55	56.1
Female	43	43.9
<b>Work Tenure</b>		
< 1 Year	20	20.4
≥ 1 Year	78	79.6
<b>Marital Status</b>		
Married	83	84.7
Single	15	15.3
<b>Total Respondents</b>	<b>98</b>	<b>100.0</b>

Source: Analyze primary data, 2025

### Outer Model

Outer model assessment examined convergent validity (via outer loadings and  $AVE > 0.5$ ), discriminant validity ( $AVE\sqrt{}$  > inter-construct correlations), and reliability (composite reliability/rho-A/Cronbach's  $\alpha > 0.7$ ) following Hair et al. (2019) standards.



**Figure 2. Outer Model**

Source: Analyze primary data, 2025

**Tabel 2. Validity Convergent AVE Test**

	Average Variance Extracted (AVE)
Work Satisfaction	0.671
Organization Commitment	0.762
Work Environment	0.693
Work Stress	0.758

Source: Analyze primary data, 2025

The analysis of the data reveals a crucial finding regarding the validity of the measurements used in this study. Specifically, it was observed that all Average Variance Extracted (AVE) values exceeded the threshold of 0.5. This consistent result across all measures is highly significant. In statistical modeling, an AVE value greater than 0.5 indicates that, on average, more than half of the variance in a construct is accounted for by its indicators. This demonstrates a strong convergent validity, meaning the items designed to measure a particular concept are indeed highly correlated and effectively capturing that concept. Consequently, based on this empirical evidence, we can confidently conclude that the data collected for this study is valid, thereby ensuring the reliability and accuracy of the subsequent analyses and conclusions drawn.

**Table 3. HTMT Test Result**

	Work Satisfaction	Organization Commitment	Work Environment	Work Stress
Work Satisfaction				
Organization Commitment	0,699			
Work Environment	0,487	0,543		
Work Stress	0,590	0,762	0,409	

Source: Analyze primary data, 2025

Based on Table 3, the obtained HTMT values are less than 0.9. HTMT values below 0.9 indicate good convergent consistency and the ability to distinguish between constructs. In this study, all variables have HTMT values below 0.9, demonstrating good convergent consistency.

**Table 4. Composite Reliability and Cronbach's Alpha Test**

	Cronbach's Alpha	Composite Reliability
Work Satisfaction	0.945	0.953
Organization Commitment	0.965	0.970
Work Environment	0.951	0.958
Work Stress	0.954	0.962

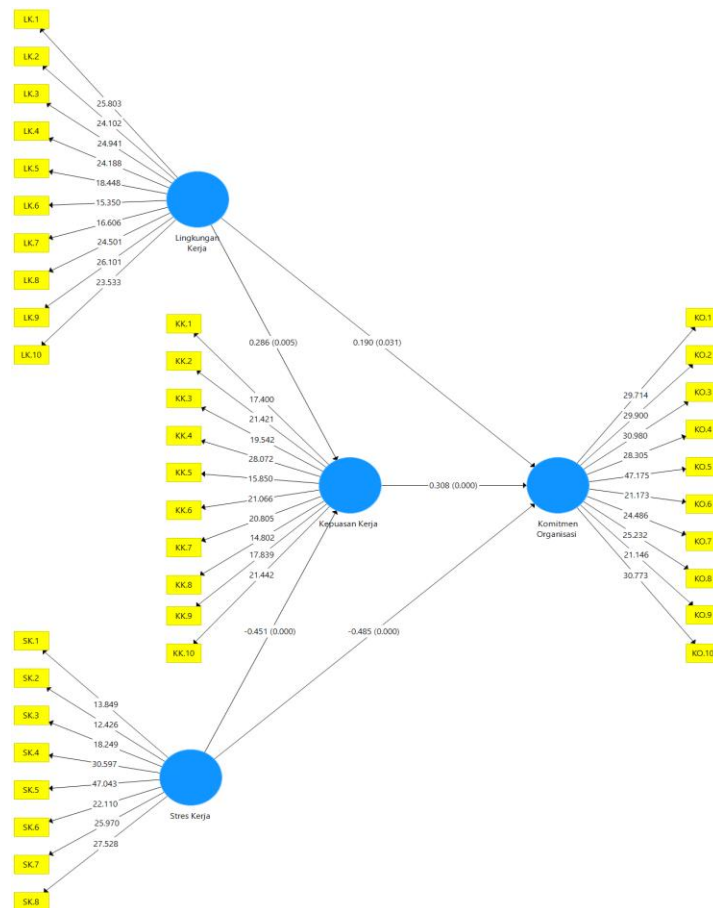
Source: Analyze primary data, 2025

The data analysis, as presented in Table 4, reveals significant insights into the reliability of the measures used in this study. It was consistently observed that all Cronbach's Alpha values for each variable were greater than 0.7. This is a widely accepted threshold in research, indicating a high level of internal consistency among the items measuring each construct. In other words, the questions designed to assess a particular variable are highly correlated and reliably measuring the same underlying concept.

Furthermore, the analysis also showed that all Composite Reliability values exceeded 0.6. Composite Reliability is another robust measure of internal consistency, often considered more precise than Cronbach's Alpha for structural equation modeling. A value above 0.6 signifies that the latent construct is reliably measured by its indicators. Given that both these critical reliability metrics Cronbach's Alpha and Composite Reliability met their respective thresholds, we can confidently conclude that the data utilized in this study is highly reliable, ensuring the consistency and trustworthiness of the research findings.

### Inner Model

The inner model analysis assessed direct/indirect effects using  $R^2$ ,  $f^2$ , and  $Q^2$  metrics (Hair et al., 2019). Structural relationships were evaluated through explained variance ( $R^2$ ), Stone-Geisser's  $Q^2$  test, and bootstrap-validated mediation effects, maintaining full methodological rigor.



**Figure 2. Inner Model**

Source: Analyze primary data, 2025

Hypothesis testing is a fundamental statistical process used to evaluate a null hypothesis, which can then either be accepted or rejected. This null hypothesis typically posits no significant difference or relationship between variables. Its counterpart is the alternative hypothesis, which, conversely, asserts that such a difference or relationship does exist between a parameter and a statistic. This crucial evaluation is often performed by comparing the magnitude of the t-statistic against a predetermined critical t-table value, commonly set at 1.645 for a given level of significance.

**Table 5. Direct & Indirect Effect test**

Relationship Path	Coefficient	t-v	p-v	Conclusion
<b>Direct Effects</b>				
Job Satisfaction → Organizational Commitment	0.308	3.688	0.000	Significant
Work Environment → Job Satisfaction	0.286	2.861	0.005	Significant
Work Environment → Organizational Commitment	0.190	2.184	0.031	Significant
Job Stress → Job Satisfaction	-0.451	5.933	0.000	Significant
Job Stress → Organizational Commitment	-0.485	7.178	0.000	Significant
<b>Indirect Effects</b>				
Work Environment → Job Satisfaction → Org. Commitment	0.088	2.157	0.033	Significant
Job Stress → Job Satisfaction → Org. Commitment	-0.139	2.879	0.005	Significant

Source: Processed primary data (2025)

### **The Influence of Work Environment on Organizational Commitment**

This research reveals that a positive work environment significantly impacts organizational commitment. Our data analysis strongly supports this finding, consistently demonstrating a clear positive relationship. This means that when employees perceive their work environment as favorable, their commitment to the organization tends to increase. Conversely, a decline in the quality of the work environment can lead to a weakening of that commitment. The hypothesis regarding this connection has, therefore, been confirmed.

The relationship between work environment and organizational commitment can be explained through Human Resource Management (HRM) theory, which emphasizes the importance of management's role in creating working conditions that support employee well-being. In this context, human resource management is responsible for ensuring that the work environment created is not only physically safe and comfortable but also psychologically and socially conducive. A positive work environment encourages employees to feel valued, motivated, and have a sense of ownership towards the organization, which ultimately strengthens their organizational commitment. Organizational commitment refers to the extent to which employees feel emotionally attached and have a strong desire to contribute to achieving common goals.

This aligns with organizational behavior theory, which states that high commitment reflects the alignment between individual values and organizational goals. When employees feel that their workplace supports their growth and well-being, they tend to show greater dedication, lower turnover rates, and increased productivity. Therefore, good work environment management becomes one of the main HRM strategies in increasing employee commitment to the organization.

The findings of this study are consistent with research conducted by Arsuta and Mashyuni (2021); Saleh et al., (2019); Gunawan and Ardana (2020), which show that the work environment has a positive influence on organizational commitment.

### **The Influence of Work Stress on Organizational Commitment**

Our data analysis indicates that work stress has a profound negative influence on organizational commitment. Supported by very clear statistical evidence, it's apparent that the higher the stress levels experienced by employees, the lower their commitment to the organization becomes. This relationship also holds true in reverse: effectively managing and reducing work stress can lead to an increase in organizational commitment. This finding thus confirms our initial hypothesis about the inverse relationship between work stress and commitment.

The relationship between work stress and organizational commitment can be explained through the perspective of Human Resource Management (HRM). In HRM theory, one of its primary goals is to create a healthy and supportive work environment so that employees can work optimally and have high loyalty to the organization. Work stress arises when there is an imbalance between job demands and the employee's ability or resources to meet them. This condition can negatively

impact job satisfaction, increase emotional exhaustion, and ultimately reduce employee commitment to the organization. Organizational commitment itself refers to the extent to which an employee feels attached, loyal, and willing to contribute to achieving organizational goals.

In this context, HRM plays a strategic role in managing work stress. Through human relations and behavioral science approaches, management is required not only to focus on productivity aspects but also to pay attention to employees' psychological well-being. Management can take various steps, such as designing realistic jobs, providing stress management training, encouraging work-life balance, fostering open communication, and implementing supportive and empathetic leadership styles. By creating a comfortable and supportive work situation, work stress can be reduced, allowing employees to feel more satisfied and motivated in their jobs. This will directly increase their commitment to the organization.

The findings of this study are consistent with research conducted by Christover and Ie (2021); Prasetyo et al., (2020), which show that work stress has a negative influence on organizational commitment.

### **The Influence of Job Satisfaction on Organizational Commitment**

This study found that job satisfaction has a substantial positive impact on organizational commitment. The data provides strong support for this relationship, affirming that the degree of employee contentment with their jobs directly correlates with their level of commitment to the organization. This implies that highly satisfied employees tend to exhibit stronger commitment, while dissatisfaction can lead to a decrease in commitment. Consequently, the research hypothesis on this topic has been accepted.

The relationship between job satisfaction and organizational commitment can be explained through Human Resource Management (HRM) theory, which emphasizes the importance of management's role in creating working conditions that can meet employee needs and expectations. This theory states that employees who are satisfied with their jobs, in terms of tasks, work environment, relationships with supervisors and colleagues, and received rewards, tend to show a higher level of organizational commitment. Organizational commitment here reflects the extent to which employees are willing to stay and actively contribute to achieving organizational goals.

This also aligns with organizational behavior theory, which explains that job satisfaction is one of the main factors influencing employee attitudes and behavior in the workplace. Satisfied employees will feel more motivated, have an emotional attachment to the organization, and show high loyalty. Therefore, managing job satisfaction through appropriate HRM policies such as providing rewards, career development, and effective communication is a key factor in increasing employee commitment to the organization.

The findings of this study are consistent with research conducted by Sumarwinati and Ratnasari (2019); Subagyo (2019); Pudjonarko and Indriani (2022),

which show that job satisfaction has a positive influence on organizational commitment.

### **The Influence of Work Environment on Job Satisfaction**

Our analysis of the data reveals that the work environment positively influences employee job satisfaction. The existing statistical evidence clearly supports this finding, demonstrating a significant relationship. This means that a more positive and supportive work environment generally leads to higher levels of satisfaction among employees. Conversely, a less than ideal work environment tends to reduce job satisfaction. Therefore, this research hypothesis has been accepted.

The influence of the work environment on job satisfaction is one of the important aspects in human resource management (HRM). A conducive work environment not only supports physical work activities but also contributes to the psychological well-being of employees. A clean, comfortable, and safe work environment creates a sense of calm and focus in carrying out tasks, thereby increasing job satisfaction. Various supporting facilities, such as ergonomic desks and chairs, adequate lighting, and appropriate room temperature, also contribute to a positive work atmosphere. When employees feel that their work environment is supportive, they will be more motivated, have high morale, and tend to show more cooperative and productive attitudes. Therefore, management needs to pay attention to the quality of the work environment as a strategy to increase overall employee job satisfaction.

The findings of this study are consistent with research conducted by Irma and Yusuf (2020); Jasmine and Edalmen (2020), which show that the work environment has a positive influence on job satisfaction.

### **The Influence of Work Stress on Job Satisfaction**

The findings of this study demonstrate that work stress has a distinct negative impact on employee job satisfaction. Data analysis consistently shows that higher levels of stress experienced by individuals in the workplace directly correspond to lower satisfaction with their jobs. This relationship is reciprocal: reducing work stress will contribute to increased job satisfaction. Based on these findings, our hypothesis is accepted.

Work stress is a factor that can significantly impact employee job satisfaction. Work stress generally arises when there is an imbalance between high job demands and the limited resources an employee has to meet those demands, such as time, support, or individual ability. This condition can lead to disturbances in psychological well-being, including increased anxiety, mental fatigue, and even depression. As a result, employees begin to feel dissatisfaction with their jobs because work is no longer a source of fulfillment but becomes a burden that interferes with their quality of life. This negative perception of work then lowers overall job satisfaction. Therefore, it is important for human resource management to

identify and manage the factors causing work stress to maintain employee well-being and job satisfaction.

The findings of this study are consistent with research conducted by Farisi and Pane (2020); Sanjaya (2021), which show that work stress has a negative influence on job satisfaction.

### **The Relationship of Work Environment on Organizational Commitment with Job Satisfaction as a Mediator**

Our data analysis definitively established that the work environment impacts organizational commitment, with job satisfaction serving as a pivotal mediating factor. Robust statistical evidence underpins this conclusion, highlighting job satisfaction's crucial role in elucidating the mechanism through which the work environment ultimately shapes employees' dedication to their organization. Essentially, the presence of job satisfaction is indispensable for amplifying the beneficial influence of the work environment on organizational commitment, leading to the acceptance of our hypothesis.

The concept of the work environment broadly encompasses a multitude of elements that define an organization's working conditions. These include facets such as organizational culture, leadership styles, interpersonal dynamics among employees, physical facilities, and other contributing factors that collectively shape the comprehensive employee experience. Within the framework of Human Resource Management (HRM), cultivating a positive work environment is recognized as a fundamental strategy for fostering high levels of job satisfaction. Critically, job satisfaction itself has the capacity to act as a mediating variable in the relationship between the work environment and organizational commitment. This implies that a favorable work environment cultivates increased employee job satisfaction, which, in turn, fortifies their allegiance to the organization. Employees who derive contentment from their work surroundings typically feel more valued, exhibit greater motivation, and develop a stronger sense of ownership, making them more inclined to contribute persistently and remain with the organization long-term. Consequently, strategic initiatives aimed at establishing a conducive work environment are paramount for bolstering employee loyalty and commitment within any organization.

These findings resonate strongly with existing academic literature. Our study's conclusions align with research conducted by Siswanti and Pratiwi (2020), which similarly demonstrated that job satisfaction can function as a mediator in HRM-related investigations within organizational contexts. Furthermore, this outcome is consistent with the insights from Kurniawan and Karanita (2022), whose work also indicated that job satisfaction can serve as a mediating variable in relationships observed across different organizations.

## **The Relationship of Work Stress on Organizational Commitment with Job Satisfaction as a Mediator**

Our data analysis unequivocally shows that work stress impacts organizational commitment, with job satisfaction serving as a critical mediator. Strong statistical evidence supports this finding, clearly demonstrating job satisfaction's significant role in this dynamic process. This means that the way work stress influences organizational commitment is largely explained by its effect on employee job satisfaction. Consequently, the presence of job satisfaction directly affects how work stress influences organizational commitment, leading to the acceptance of our hypothesis.

Job satisfaction is a vital element in this research as it helps explain the intricate mechanism through which work stress influences organizational commitment. As a key indicator of employee well-being, job satisfaction reflects how content individuals are with various aspects of their work, including tasks, the work environment, and interpersonal relationships. It also offers insights into employees' perceptions of their working conditions. If our analysis reveals that job satisfaction significantly mediates the link between work stress and organizational commitment, it implies that work stress primarily diminishes commitment by first eroding job satisfaction. In simpler terms, higher levels of perceived work stress lead to lower job satisfaction, which then reduces an employee's commitment to the organization. Therefore, comprehending job satisfaction's role as a mediating variable is crucial for developing effective managerial strategies to alleviate work stress and foster greater employee loyalty.

These findings align well with existing academic literature. Our study's conclusions are consistent with research by Siswanti and Pratiwi (2020), which similarly found that job satisfaction can act as a mediator in Human Resource Management (HRM) studies within organizations. Furthermore, this outcome is supported by the work of Kurniawan and Karanita (2022), who also demonstrated that job satisfaction can serve as a mediating variable in relationships across different organizations.

### **D. CONCLUSIONS**

This research empirically tested its model using data from 98 nurses at ABC Hospital in Bali. The primary data was collected through an online questionnaire distributed via Google Forms. Descriptive analysis, performed using SmartPLS 4.0 software, confirmed that all indicators used in the study were both valid and reliable for measuring their respective constructs. Following this, hypothesis testing was conducted. The methodology employed led to conclusions addressing four research questions: a positive work environment enhances organizational commitment; conversely, higher work stress reduces organizational commitment; increased job satisfaction positively impacts organizational commitment; and a better work environment also leads to greater job satisfaction. Additionally, the study found that higher work stress diminishes job satisfaction. Finally, the research highlighted the

mediating role of job satisfaction: it influences how the work environment affects organizational commitment and similarly, how work stress impacts organizational commitment.

While this study was conducted with scientific rigor, it has limitations, primarily in using only three variables to predict organizational commitment; future research could benefit from incorporating additional variables for more comprehensive results. Furthermore, the findings are specific to ABC Hospital and may not be generalizable to other healthcare settings or different time periods. Therefore, we recommend that future researchers expand upon this study by including more variables that could predict organizational commitment, such as workload and incentives, and by broadening the research sample to achieve even more robust findings.

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