

## INFLUENCE OF JOB SATISFACTION AS A MEDIATING VARIABLE IN THE RELATIONSHIP BETWEEN STRESS AND UNCERTAINTY WITH ORGANIZATIONAL COMMITMENT

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### ABSTRACT

*In the increasingly competitive logistics industry, companies like JNE are required to retain employees with a high level of commitment to the organization. However, various challenges such as job uncertainty and work pressure often hinder building this commitment. This study focuses on analyzing the influence of job uncertainty and stress on organizational commitment, with job satisfaction as a mediating variable. The findings indicate that job uncertainty and stress do not directly affect organizational commitment, but job satisfaction plays a crucial role as a bridge in this relationship. Thus, increasing job satisfaction can be an effective strategy for companies to strengthen employee commitment, especially in facing the challenges of a dynamic work environment.*

### Keywords

***Job stress, uncertainty, job satisfaction, organizational commitment, mediating variable***

## 1. Introduction

The growing competition in the globalization era requires companies to continuously maintain the quality of human resources (Patiwi & Hartini, 2023). In logistics firms like JNE, employees are key to operational success, where performance, loyalty, and commitment determine service quality (Wijaya, 2023). However, high employee turnover remains a challenge, especially in busy distribution centers such as JNE Tangerang (Yuliani & Ekhsan, 2024).

Job satisfaction plays a vital role in employee retention (Ekhsan & Septian, 2021). Employees who feel appreciated and fairly compensated show greater loyalty (Batubara & Abadi, 2022), while low satisfaction increases turnover intention (Simbolon, 2024). Maintaining job satisfaction helps employees cope with pressure and business dynamics.

Work stress also affects employee well-being. Stress occurs when job demands exceed coping abilities (Amalia et al., 2025). In fast-paced environments like logistics, prolonged stress reduces motivation, performance, and commitment (Febri, 2024).

Organizational uncertainty further complicates conditions. Unclear roles, policies, and strategies create insecurity (Luthfihani & SeTin, 2025), while constant environmental changes amplify confusion (Suhada et al., 2025). Without effective management, uncertainty can reduce productivity and increase turnover (Hasanah et al., 2025).

Organizational commitment reflects employees' emotional attachment and loyalty to the company (Yunitasari et al., 2023). Stress and uncertainty may weaken this bond (Iskandar & Lisbet, 2025; Latif et al., 2025). Yet, previous studies mostly examined direct

relationships without considering job satisfaction as a mediator (Trivera et al., 2024). Hence, this study aims to analyze the influence of work stress and uncertainty on organizational commitment with job satisfaction as a mediating variable, using JNE as a case study.

## 2. RESEARCH METHODS

### 2.1 Research Design

This study employs an explanatory quantitative design to examine the effects of organizational stress and uncertainty on organizational commitment, with job satisfaction as a moderating variable. The explanatory *approach* was chosen because it explains causal relationships between variables, not only describing existing phenomena but also clarifying how and why one variable influences another (Sari et al., 2022). A cross-sectional survey design was used, allowing data collection at a single point in time, supported by theoretical studies and scientific reasoning to ensure validity (Abduh et al., 2022). Data were gathered through an online questionnaire distributed via Google Form.

### 2.2 Instrumen Measurement

In this study, the questionnaire was designed using a Likert scale ranging from 1 to 5 as the response options (Dewi et al., 2023). The choices included: Strongly Disagree (STS), Disagree (TS), Neutral (N), Agree (S), and Strongly Agree (SS). The statement items for the variables under investigation were adapted from previous studies. A total of 14 items were included in the questionnaire to measure five variables derived from prior research (Ngirande, 2021). These consisted of 3 items for Organizational Commitment (Wanlin et al., 2024), 4 items for Job Satisfaction (Bhaker, 2021), 4 items for Work Stress (Canboy et al., 2023), and 3 items for Organizational Uncertainty (Ahmed et al., 2023).

### 2.3 Population and Sample

The population of this study consisted of JNE shipping company employees in the Tangerang area. The sampling technique used was non-probability purposive sampling, where respondents were selected based on gender, age, education, and work experience. The sample size was determined based on research time and conditions since the exact population was unknown (Yusri, 2020). Following Gupta et al. (2024), the required number of samples was calculated by multiplying the total indicators by 5 to 10. With 21 indicators, a minimum of 105 samples was obtained ( $21 \times 5 = 105$ ). The purposive criteria included employees aged 20–50 years, with 1–3 years or more of work experience, and at least a high school education. Data collection began with a pilot test involving 30 service employees to test the questionnaire's validity and reliability.

### 2.4 Data Analysis Method

This study used moderation regression analysis with Structural Equation Modeling (SEM) through Partial Least Squares (SmartPLS) to examine the moderating effect of job satisfaction on the relationships between work stress, uncertainty, and organizational commitment (Subhaktiyasa, 2024). The outer model was tested for convergent validity using factor loadings ( $>0.70$ ) and AVE ( $>0.50$ ), and for discriminant validity using HTMT ( $<0.70$ ). Reliability was evaluated through Cronbach's Alpha ( $>0.60$ ). The inner model was assessed using path coefficients, Adjusted  $R^2$ , Stone-Geisser's  $Q^2$ , and Goodness of Fit. Hypothesis testing applied t-statistics ( $>1.65$ ) and p-values ( $<0.05$ ), proposing that work stress and uncertainty negatively affect commitment, while job satisfaction moderates both effects. Moderation was tested by adding interaction variables, and prior to SmartPLS analysis, validity and reliability were verified using KMO and Bartlett's tests in SPSS.

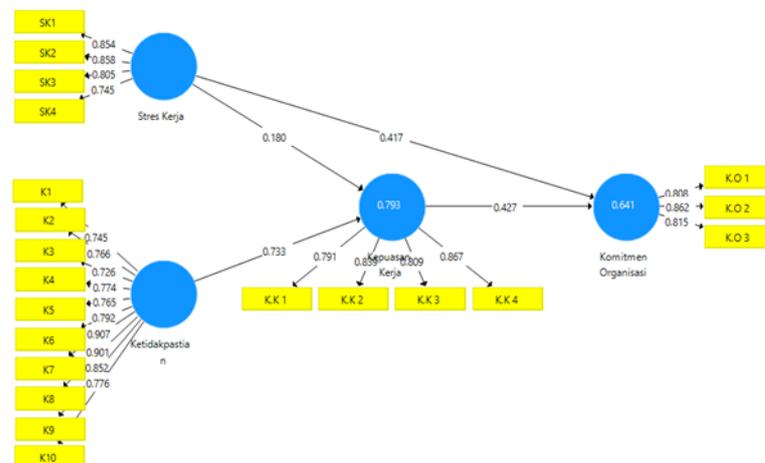
### 3. Result and Discussion

#### 3.1 Respondent Characteristics

This study involved 105 JNE employees who met specific criteria: aged 20–50 years, with a minimum education of senior high school, and at least three years of work experience. Most respondents were male (54.3%) compared to female (45.7%), with the majority aged 26–31 years (44.8%), reflecting employees in their early productive stage. In terms of education, most were high school graduates (65.7%), while the rest held diplomas or bachelor’s degrees (34.3%). Regarding tenure, more than half (51.4%) had worked at JNE for 15–20 years, indicating high loyalty, while others had between 3–14 years or more than 20 years of service. These characteristics suggest that JNE employees are generally in their productive age, mostly with secondary education backgrounds and strong work loyalty, though they continue to face challenges such as job stress and organizational uncertainty.

#### 3.2 Testing Outer Model Analysis

The outer model testing in Partial Least Squares Structural Equation Modeling (PLS-SEM) defines how each indicator relates to its latent variable. This measurement model (outer model) is also used to assess validity and reliability.



Picture 2. Outer Model Results

Based on the construct validity and reliability results, the Work Stress variable (SK1–SK4) has outer loadings of 0.745–0.858, all above the 0.70 threshold, indicating acceptable convergent validity. The Uncertainty variable (K1–K10) shows loadings between 0.726–0.907, also meeting validity criteria. Job Satisfaction (KK1–KK4) has high loadings of 0.791–0.867, and Organizational Commitment (KO1–KO3) ranges from 0.808–0.862, both demonstrating strong indicator contributions. All constructs show Cronbach’s Alpha and Composite Reliability values above 0.70 and AVE values exceeding 0.50, confirming that the variables meet the criteria for validity and reliability and are suitable for further analysis.

#### 3.3 Convergent Validity Test

The assessment of convergent validity can be carried out by examining the Average Variance Extracted (AVE) values. The AVE in discriminant validity serves to ensure that each construct in the latent variable has unique properties and is distinct from other

constructs. The analysis results show that all constructs have AVE values of 0.5, which indicates that the criteria for convergent validity have been met. In addition, Cronbach's Alpha and Rho\_A values exceeding 0.6 suggest that the reliability requirements have been fulfilled. Furthermore, Composite Reliability values greater than 0.7 confirm that all construct indicators are reliable. It is also evident that the Composite Reliability values for all constructs are higher than the Cronbach's Alpha values, further reinforcing the evidence of internal consistency among the indicators.

**Table 1. Convergent Validity Results**

<b>Construk</b>	<b>Item</b>	<b>Factor Loading</b>	<b>Alpha</b>	<b>CR</b>	<b>AVE</b>
Work Stress	S.K.1	0,854	0,834	0,889	0,667
	S.K.2	0,858			
	S.K.3	0,805			
	S.K.4	0,745			
Uncertainty	K.1	0,745	0,938	0,947	0,644
	K.2	0,766			
	K.3	0,726			
	K.4	0,774			
	K.5	0,765			
	K.6	0,792			
	K.7	0,907			
	K.8	0,901			
	K.9	0,852			
	K.10	0,776			
Job Satisfaction	K.K.1	0,791	0,845	0,896	0,684
	K.K.2	0,839			
	K.K.3	0,809			
	K.K.4	0,867			
Organizational Commitment	K.O.1	0,808	0,772	0,868	0,687
	K.O.2	0,862			
	K.O.3	0,815			

Based on the results of construct reliability analysis, all four variables in this study have met the criteria for convergent validity and reliability. For the Work Stress variable, all indicators have factor loadings above 0.70, ranging from 0.745 to 0.858, indicating significant contributions to the construct. The Cronbach's Alpha value of 0.834 and Composite Reliability (CR) of 0.889 demonstrate a high level of internal consistency, while the Average Variance Extracted (AVE) value of 0.667 indicates that the construct explains more than 66% of the variance of its indicators. The Uncertainty variable also shows strong measurement performance, with factor loadings ranging from 0.726 to 0.907. Its Cronbach's Alpha of 0.938 and CR of 0.947 indicate very high reliability, and the AVE value of 0.644, exceeding the minimum threshold of 0.50, supports the convergent validity of this construct.

Furthermore, the Job Satisfaction variable has factor loadings ranging from 0.791 to 0.867, all above the minimum standard of 0.70, showing that the indicators effectively reflect the construct. The Cronbach's Alpha of 0.845 and CR of 0.896 indicate strong internal consistency, while the AVE value of 0.684 demonstrates that the construct explains approximately 68% of the variance of its indicators. Lastly, the Organizational Commitment variable shows factor loadings ranging from 0.808 to 0.862, with a

Cronbach's Alpha of 0.772, CR of 0.868, and AVE of 0.687, all meeting the recommended criteria. Therefore, the four variables in this study can be declared both reliable and valid, making them suitable for use in testing the structural model in the subsequent stage of analysis.

### 3.4 Discriminat Validity

Discriminant validity in this study was tested using the Heterotrait-Monotrait Ratio (HTMT) to ensure that each construct measures a distinct concept. Initial results showed potential violations, as HTMT values exceeded the 0.85 threshold for several construct pairs: Job Satisfaction–Uncertainty (0.885), Uncertainty–Organizational Commitment (0.844), and Uncertainty–Work Stress (0.846), indicating conceptual overlap, particularly with Uncertainty. Further evaluation identified several highly correlated indicators, leading to model adjustments through revising or refining problematic items. After improvements, HTMT values decreased, with Job Satisfaction–Uncertainty at 0.835 and Uncertainty–Work Stress at 0.841, both within acceptable limits. Thus, discriminant validity was achieved, confirming that the constructs in the model are conceptually distinct.

**Table 2. Diskriminan Validity**

	Job Satisfaction	Uncertainty	Organizational Commitment	Work Stres
Job Satisfaction	0,827			
Uncertainty	0,885	0,803		
Organizational Commitment	0,761	0,844	0,829	
Work Stres	0,800	0,846	0,759	0,817

### 3.5 Fornell-Larcker Criterion

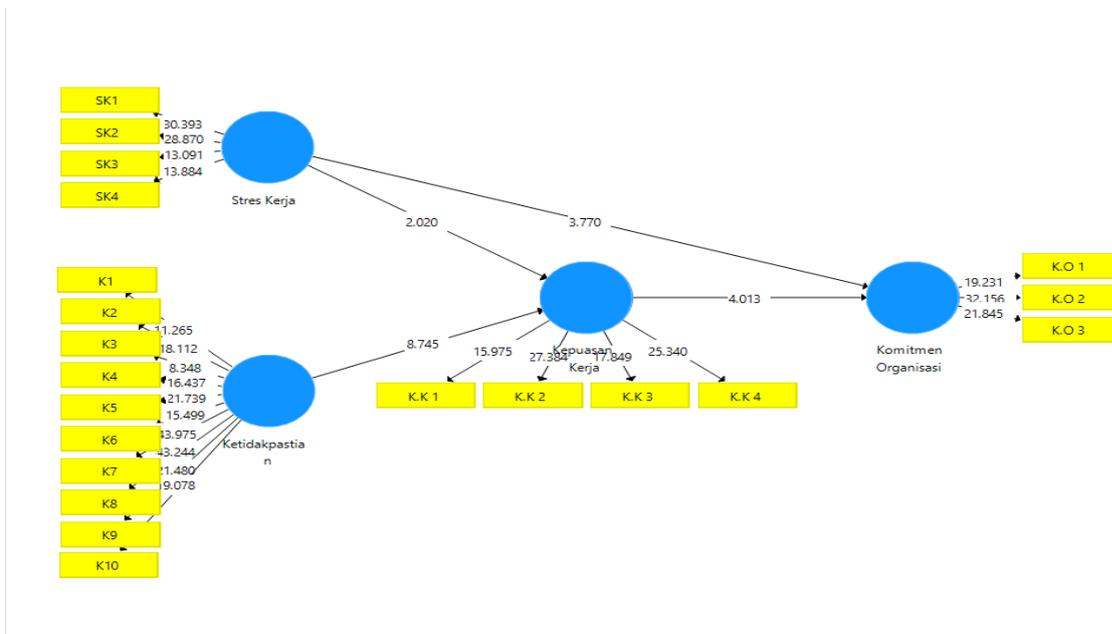
The inner model test results show that work stress has a positive and significant effect on job satisfaction with a t-statistic value of 2.271 (>1.96). Work stress also has a positive and significant effect on organizational commitment with a t-statistic value of 4.753 (>1.96). In addition, job satisfaction has a positive and significant effect on organizational commitment with a t-statistic value of 4.841 (>1.96). Uncertainty also has a positive and significant effect on job satisfaction with a t-statistic value of 10.051 (>1.96). Thus, all hypotheses are accepted. Path Diagram T-Statistic Analysis To analyze the hypothesis testing in this research, the results can be observed based on the following table:

**Tabel 3. PLS Output Evaluation Results - Direct Effect (T table = 1.96)**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction -> Organizational Commitment	0,427	0,447	0,088	4,841	0,000
Uncertainty -> Job Satisfaction	0,733	0,723	0,073	10,051	0,000
Work Stres -> Job Satisfaction	0,180	0,195	0,079	2,271	0,028

Work Stres -> Organizational Commitment	0,417	0,398	0,088	4,753	0,000
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Based on the PLS output for direct effects, the results show that each hypothesis has an influence, with T-statistics values above 1.96, indicating significance.



**Picture 3. Path Diagram T statistic results**

Based on the hypothesis testing results using SmartPLS, all variable relationships show t-statistics values above the critical value of 1.96 (5% significance level), indicating that all hypotheses are significant. Work Stress significantly affects Job Satisfaction ( $t = 2.020$ ) and Organizational Commitment ( $t = 3.770$ ). Uncertainty strongly influences Job Satisfaction ( $t = 8.745$ ), while Job Satisfaction significantly impacts Organizational Commitment ( $t = 4.013$ ), confirming its mediating role between Uncertainty and Organizational Commitment. Furthermore, all indicators demonstrate high t-statistics (generally above 10), validating their reliability in measuring latent constructs.

**Table 6. Research Hypothesis Testing**

	Hypothesis Statement	Original sample (O)	T statistics ( O/STDEV )	Information
H1	Work Stres -> Job Satisfaction	0.180	2,020	Data Supports the Hypothesis
H2	Uncertainty -> Job Satisfaction	0.733	8,745	Data Supports the Hypothesis
H3	Work Stres -> Organizational Commitment	0,417	3,770	Data Supports the Hypothesis
H4	Job Satisfaction -> Organizational Commitment	0,427	4,013	Data Supports the Hypothesis

	Commitment				
<i>Indirect Effect</i>					
H5	Uncertainty -> Job Satisfaction -> Organizational Commitment	0.313	3,497	Data Supports the Hypothesis	

At the hypothesis testing stage, a relationship is considered significant if the T-statistic value exceeds 1.96; otherwise, it is deemed insignificant. Based on the results, all proposed hypotheses were found to be significant, indicating that H1, H2, H3a, and H3b are accepted.

### 3.6 Discussion

This study examined the effects of work stress, uncertainty, and job satisfaction on organizational commitment among JNE employees in Tangerang, with job satisfaction as a mediating variable. The findings show that work stress negatively affects job satisfaction, as excessive workload and workplace pressure reduce employee comfort and happiness (Sari et al., 2022). Uncertainty also has a negative effect on job satisfaction, where unclear tasks and sudden policy changes lower motivation (Iskandar & Lisbet, 2025). Furthermore, work stress decreases organizational commitment, as continuous pressure weakens employees' emotional attachment and loyalty (Setiawan et al., 2025). Conversely, job satisfaction positively influences organizational commitment, as committed employees feel a stronger sense of belonging and pride in their work (Hasanah et al., 2025). Job satisfaction also mediates the effect of uncertainty on commitment, acting as a buffer against the negative impact of insecurity (Suhada et al., 2025). Overall, job satisfaction plays a key role in maintaining organizational commitment under high stress and uncertainty. Thus, JNE management should not only reduce stress and uncertainty but also enhance job satisfaction through fair workload, clear communication, recognition, and a supportive environment to strengthen commitment and productivity

### 4. CONCLUSION

The study concludes that job stress and uncertainty negatively affect job satisfaction, while job satisfaction positively influences organizational commitment and mediates the relationship between uncertainty and commitment. This means that even though uncertainty and stress can reduce employee loyalty, high job satisfaction can lessen their negative impact. Overall, job satisfaction plays a crucial role in maintaining employee commitment at JNE, emphasizing the importance of effective stress management, clear communication, fair workload distribution, and a supportive work environment to strengthen organizational commitment and enhance company performance.

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