

Work-Related Stress, Emotional Exhaustion, Job Satisfaction, and Organizational Commitment of Indonesian Healthcare Workers

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Abstract

Healthcare workers play a vital role in delivering quality healthcare, especially in challenging environments like those found in Indonesia's healthcare sector. This study aimed to understand how factors like work-related stress, emotional exhaustion, and job satisfaction simultaneously affect the organizational commitment of healthcare workers at Advent Hospitals in Manado, Indonesia. Using a quantitative approach through a survey, data were collected from 265 healthcare workers. Statistical analysis, specifically multiple linear regression using SPSS version 21, was conducted to analyze the data. The results revealed a significant simultaneous positive impact of work-related stress, emotional exhaustion, and job satisfaction on the organizational commitment of healthcare workers at Advent Hospitals in Manado. These findings offer valuable insights for healthcare administrators and policymakers to develop targeted interventions that promote a supportive work environment, fostering high levels of organizational commitment among healthcare professionals.

Keywords: *Work-Related Stress, Emotional Exhaustion, Job Satisfaction, Organizational Commitment*

INTRODUCTION

The commitment of healthcare workers stands as a cornerstone in the delivery of quality healthcare services, particularly in environments marked by demanding circumstances, such as those prevalent in the healthcare sector in Indonesia. The COVID-19 pandemic has exacerbated these challenges, placing healthcare professionals at an elevated risk of emotional exhaustion due to the myriad stressors they face daily (Fantahun et al., 2023; Gifford et al., 2022; Mahendradhata et al., 2021). These stressors include heavy workloads, long and irregular hours, high patient volumes, critical situations, ethical dilemmas, and complex interpersonal dynamics, all of which can take a toll on the emotional well-being of healthcare workers (Asaloei et al., 2023, 2024).

Organizational commitment in the healthcare sector encompasses a profound dedication, unwavering loyalty, and genuine enthusiasm displayed by individuals toward fulfilling their roles and responsibilities. It extends beyond mere compliance with job duties, representing an intrinsic motivation to provide optimal care even in the face of daunting challenges and adversities. This commitment is deeply rooted in the values and mission of healthcare professionals, driving them to go above and beyond in their service delivery. Studies by Muthuri et al. (2020) and Singh & Rangnekar (2019) underscore the multifaceted nature of organizational commitment, highlighting its pivotal role in shaping organizational culture and fostering excellence within healthcare institutions. Such commitment fosters a culture of collaboration, teamwork, and continuous improvement, thereby enhancing the overall quality of patient care and outcomes.

Understanding and nurturing organizational commitment among healthcare professionals is pivotal for several reasons. Firstly, committed healthcare workers are more likely to exhibit superior job performance, leading to enhanced patient outcomes and satisfaction. Their dedication fosters a culture of excellence within healthcare

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institutions, promoting teamwork and collaboration essential for effective service delivery (Dai & Akey-Torku, 2020; Fantahun et al, 2023; Germias et al., 2024). Secondly, in contexts such as Indonesia where healthcare resources may be limited, the commitment of healthcare workers becomes even more critical. It ensures the efficient utilization of available resources, maximizing their impact on patient care. Thirdly, a high level of working commitment can mitigate issues like employee turnover, which can otherwise disrupt the continuity and quality of healthcare services (De las Heras-Rosas, 2021).

Given the significance of organizational commitment in healthcare, it becomes imperative to explore the factors that influence the commitment level of healthcare workers. The first factor is work-related stress. Work-related stress has emerged as a pervasive concern globally, exerting detrimental effects not only on the health and overall well-being of individuals but also on their organizational commitment and organizational productivity (Asaloei et al., 2023). It encompasses adverse physical and emotional reactions triggered when the demands of a job surpass an individual's coping abilities and available resources, rendering them incapable of effectively managing job-related challenges (Lambert et al., 2018; World Health Organization, 2020; Vasan, 2018). This stress can stem from a multitude of factors and manifest in diverse work settings, creating significant hurdles for employees. Whether it's excessive workload, time pressures, interpersonal conflicts, or organizational changes, the sources of work-related stress are varied and impactful. Addressing these stressors is imperative for safeguarding employee health, bolstering organizational commitment, and optimizing organizational performance (American Psychological Association, 2018; Khan et al., 2014; World Health Organization, 2018).

Work-related stress has long been acknowledged as intricately intertwined with organizational commitment. Numerous recent studies (Aras et al., 2022; Asha et al., 2022; Cicei, 2012; Said & El-Shafei, 2021) elucidate the profound impact of work-related stress on employees, demonstrating that individuals experiencing such stress often exhibit diminished trust in organizational commitment. This correlation underscores the critical importance of addressing work-related stress within organizational contexts. By proactively addressing work-related stress, organizations not only enhance employee well-being but also fortify their collective commitment to shared organizational objectives, ultimately fostering a culture of resilience and engagement within the workplace.

The second factor is emotional exhaustion. Just like organizational commitment, emotional exhaustion has also been a topic of interest for both researchers and healthcare professionals (Koch & Adler, 2018). Emotional exhaustion, characterized by persistent fatigue and the depletion of emotional reserves, emerges as a consequence of the myriad stressors inherent in healthcare settings without adequate opportunities for recovery (Cao et al., 2016; López-Cabarcos et al., 2021; Sun et al., 2017). Its influence transcends individual well-being, profoundly impacting the daily functioning and effectiveness of healthcare practitioners. Healthcare workers frequently encounter situations necessitating displays of empathy, compassion, and emotional support toward patients and their families, even amid personal stress, grief, and formidable circumstances (Panari et al., 2019).

A wealth of contemporary studies delves into the causal correlation between emotional exhaustion and organizational commitment (Akdemir, 2019; El Gareh et al., 2023; Majeem et al., 2023; Sarisik et al., 2019; Wullur & Werang, 2020), shedding light on the profound dynamics in play. These collective studies underscore the significant link between emotional exhaustion and the organizational commitment of employees to their organization's effectiveness and success. This close-knit correlation highlights the pressing need to recognize and address emotional exhaustion not solely as an individual challenge but also as a pivotal factor in safeguarding and bolstering organizational commitment.

The third factor is job satisfaction. Job satisfaction is a crucial issue that has long been discussed within the organization by both academicians and researchers (Ismail & Razak, 2016; Molina et al., 2014). In the realm of healthcare, job satisfaction encompasses a comprehensive feeling of joy and inner peace that healthcare workers experience within their professional settings. It transcends simple satisfaction, encompassing a thoughtful sense of attainment stemming from the impactful contributions they make in their positions. This sense of contentment encompasses a range of positive emotions and intellectual recognition, mirroring their unwavering dedication and enthusiasm for their professional duties (Asaloei et al., 2024).

The fundamental idea underlying job satisfaction revolves around fostering positive sentiments towards the workplace, resulting in more engaged and dedicated workers. This workforce not only aligns with the organization's goals but also feels inspired to actively contribute and remain loyal to the company (Werang, 2015). There are three rationales to underscore the significance of employee job satisfaction. Initially, human principles play a pivotal role in guiding the organization by fostering respect and equitable treatment of its workforce, thereby nurturing their emotional welfare. Secondly, the conduct of the organization's employees directly influences its functioning, yielding either constructive or adverse outcomes. Lastly, evaluating employee satisfaction is pivotal in pinpointing areas necessitating enhancement (Alzaidi, 2008).

Numerous contemporary studies have extensively explored the intricate causal correlation between job satisfaction and organizational commitment (Bashir & Ganai, 2020; E-Alam & Nahar, 2022; Ismaili & Razak, 2016; **Özgedik & Güney, 2023**; Saputra & Riana, 2021; Winarsi & Fariz, 2021). Through their rigorous investigations, these scholars offer valuable insights that enrich the existing body of knowledge, providing researchers and practitioners with nuanced understandings of the different factors shaping workers' commitment within organizational settings. Furthermore, their diverse perspectives and methodologies contribute to a more comprehensive understanding of the complexities involved in fostering and maintaining high levels of organizational commitment among employees across different institutions and contexts. By synthesizing and building upon the findings of these studies, researchers and practitioners can develop more effective strategies for enhancing employee engagement and retention, ultimately leading to improved organizational performance and success.

This study focuses on describing the simultaneous impact of work-related stress, emotional exhaustion, and job satisfaction on the organizational commitment of the healthcare workers in Advent Hospitals of Manado, Indonesia. Despite the aforementioned existing studies investigating the intricate causal correlation among these variables, this study represents a significant departure from previous research by examining not just one, but three critical factors concurrently: work-related stress, emotional exhaustion, and job satisfaction, and their collective impact on the organizational commitment of healthcare workers at Advent Hospitals in Manado, Indonesia. While previous studies have separately explored the influence of each of these variables on organizational commitment, this research takes a novel approach by considering their combined effects. Through this innovative approach, the study aims to shed new light on the simultaneous impact of work-related stress, emotional exhaustion, and job satisfaction on organizational commitment, offering valuable implications for both theory and practice in the field of healthcare management and employee well-being.

Based on the existing studies and the probed research question, a hypothetical framework of the study can be pictured in Figure 1.

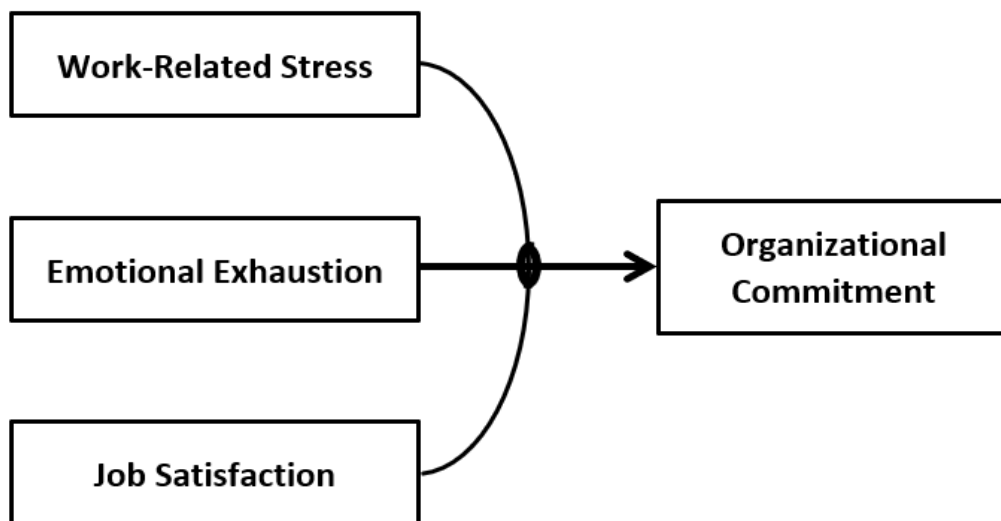


Figure 1. Hypothetical Framework of the Study

The above hypothetical framework suggests that work-related stress, emotional exhaustion, and job satisfaction collectively impact the organizational commitment of healthcare workers, without explicitly examining the partial correlation between variables. This means that the study aims to understand how these three factors, taken together as a whole, influence healthcare workers' commitment to their organization. Instead of isolating the effects of each variable independently, the focus is on understanding their combined impact on organizational commitment. This approach acknowledges that these factors do not operate in isolation but are interconnected within the broader context of the healthcare workplace. However, while this hypothetical framework offers valuable insights into the potential relationships between these variables, it is essential to empirically test these relationships in the field. By conducting empirical research, researchers can validate the theoretical framework and provide concrete evidence of how work-related stress, emotional exhaustion, and job satisfaction interact to influence organizational commitment among healthcare workers.

The empirical testing is crucial for advancing our understanding of employee dynamics within healthcare organizations and for informing evidence-based strategies to promote employee well-being and organizational effectiveness. Empirical testing involves gathering data from real-world healthcare settings to examine whether the proposed relationships hold in practice. Through a quantitative research approach using a survey research design, this study aimed to address the following research question: “Do work-related stress, emotional exhaustion, and job satisfaction impact simultaneously the organizational commitment of the healthcare workers in Advent Hospitals of Manado, Indonesia?”

METHOD

This research adopts a quantitative research methodology, employing a survey design to thoroughly explore various dimensions of a phenomenon through the collection and analysis of numerical data. Quantitative research places emphasis on numbers, measurements, and statistical analysis, enabling researchers to detect patterns, forecast outcomes, examine cause-and-effect relationships, and draw generalized conclusions applicable to broader populations (Bhandari, 2022). It entails careful measurement and analysis of specific variables within a chosen sample, allowing the extrapolation of findings to larger groups or contexts. Surveys play a central role in this framework, facilitating the systematic gathering of quantitative data by presenting structured queries to respondents (Williams, 2007). These surveys aid in collecting precise and quantifiable data, contributing to a comprehensive comprehension of the subject by quantifying opinions, attitudes, behaviors, and other measurable factors.

In many cases, researchers choose to employ survey research because it allows participants to articulate their perspectives and viewpoints on a particular topic (Mills, 2021). The decision to utilize a survey research design in this study was intentional and informed by recent research (Sondakh et al., 2023; Werang et al., 2023a.b; Werang et al., 2024a.b) highlighting various benefits associated with this method. These advantages include minimal financial investment, simplified data collection processes, rapid accumulation of substantial data sets, and facilitation of precise statistical analysis. Capitalizing on these strengths, the survey design facilitated an extensive investigation into the simultaneous impact of emotional exhaustion on the job satisfaction and performance of healthcare workers at Advent Hospitals in Manado, Indonesia.

Four quantitative survey questionnaires were distributed to 265 healthcare workers working at Advent Hospitals in Manado, Indonesia. The questionnaire items were rated on a four-point Likert scale, ranging from 1 (strongly disagree) to 4 (strongly agree). To enhance participants' comprehension of the questionnaire items, all statements were presented in Bahasa Indonesia. All questionnaires undergo face validity and reliability tests as they have been used several times in previous studies.

All the obtained data underwent thorough statistical analysis employing the multiple linear regression method, with assistance from Statistical Package for the Social Sciences (SPSS) version 21 software. Through employing SPSS software and implementing multiple linear regression analysis, this research aimed to scrutinize the impact posited in the hypothesis. It aimed to ascertain whether work-related stress, emotional exhaustion, and job satisfaction had a simultaneous impact on organizational commitment among healthcare personnel at Advent Hospitals in Manado, Indonesia. This technique facilitated a thorough exploration of the impact posited in the hypothesis, providing insights into key factors affecting the welfare and allegiance of healthcare workers.

RESULTS

This study aims to elucidate the collective impact of work-related stress, emotional exhaustion, and job satisfaction on the organizational commitment of healthcare workers. As mentioned earlier, the collected data underwent multiple linear regression analysis using the Statistical Program for the Social Sciences (SPSS) version 21. The significant results of the data analysis are presented in Table 1.

Table 1. Simultaneous impact of work-related stress, emotional exhaustion, and job satisfaction on the healthcare workers' organizational commitment

N	R	R ²	F _{-count}	F _{-table}	Sig.
			0.05		
265	.728	.530	98.148	2.639056	.001

Data displayed in Table 1 revealed that with a sample size of 265, the coefficient value of R stands at 0.728, indicating a substantial positive correlation among the variables under scrutiny. This correlation suggests that work-related stress, emotional exhaustion, and job satisfaction collectively exert a significant influence on the organizational commitment of healthcare workers. Moreover, the coefficient value of R², at 0.530, elucidates that approximately 53% of the variance in organizational commitment can be attributed to these factors. These findings underscore the critical role played by these variables in shaping the commitment levels within healthcare contexts, highlighting the importance of addressing them comprehensively within organizational strategies and interventions.

Furthermore, the statistical analysis unveiled an impressive F_{-count} value of 98.148, underscoring the overall significance of the regression model. This emphasizes the robustness of the causal relationships identified and reinforces the necessity of considering the intricate interplay between work-related stress, emotional exhaustion, and job satisfaction in understanding organizational commitment dynamics. Additionally, with a critical F_{-table} value of 2.639056 at a stringent significance level of $\alpha=0.001$, the study's findings are further validated, affirming the reliability of the results.

DISCUSSION

The results of the study provide compelling insights into the factors influencing organizational commitment among healthcare workers. The robustness of the relationships identified is reaffirmed by the impressive F-count value (F_{-count}=98.148), signifying the overall significance of the regression model. This underscores the importance of considering the collective influence of work-related stress, emotional exhaustion, and job satisfaction in understanding organizational commitment dynamics within healthcare settings. The validation of these findings is further supported by the critical F-table value (F_{-table}=2.639056) at a stringent significance level ($\alpha=0.001$). This indicates a high level of confidence in the study's results, reinforcing their reliability and validity.

In healthcare settings, work-related stress and emotional exhaustion often result from demanding job characteristics, such as high patient volumes or time pressure (Asaloei et al. 2024). These stressors can take a toll on healthcare workers, affecting their well-being and job satisfaction. Conversely, positive job characteristics, such as opportunities for professional development or supportive leadership, can contribute to job satisfaction and mitigate the effects of stress. Social Exchange Theory (SET) provides a framework for understanding how employees develop a sense of commitment to their organization. According to SET, when employees perceive that their contributions are reciprocated with rewards or support, they are more likely to feel committed to the organization (De Souza Meira & Hancer, 2021; Khan & Iqbal, 2020; Zhao et al., 2020).

Work-related stress and emotional exhaustion not only affect the psychological health of healthcare professionals but also hamper their job satisfaction, posing formidable barriers to optimal performance within their roles. As emotional exhaustion progresses, its adverse effects extend to organizational commitment, eroding the profound allegiance and alignment that healthcare workers maintain with their workplace's values, mission, and objectives. In the context of this study, job satisfaction can be seen as a form of perceived organizational support. Healthcare workers who are satisfied with their jobs may feel that their efforts are valued

by the organization, leading to higher levels of organizational commitment. However, work-related stress and emotional exhaustion can disrupt this exchange, diminishing the perceived reciprocity and weakening organizational commitment (Liu & Deng, 2011; Wang et al., 2019).

Thus, understanding the interplay between job demands, job resources, and organizational commitment is crucial in healthcare settings. The Job Demands-Resources Theory model provides further insights into how job characteristics influence employee well-being, organizational commitment, and performance. In this study, work-related stress and emotional exhaustion are identified as job demands, while job satisfaction is considered a job resource. The findings highlight the significance of these factors in shaping organizational commitment among healthcare workers. High levels of work-related stress and emotional exhaustion can deplete employees' energy and motivation, leading to decreased commitment to the organization.

Job satisfaction acts as a buffer against stress and exhaustion, fostering a greater sense of commitment among employees (Claes et al., 2023). By recognizing the impact of both job demands and job resources on organizational commitment, healthcare organizations can implement strategies to support their employees' well-being and enhance their commitment to the organization. This may involve addressing work-related stressors, promoting job satisfaction through supportive work environments, and fostering a culture of reciprocity and appreciation for employees' contributions. Ultimately, investing in the well-being and satisfaction of healthcare workers can lead to a more committed and resilient workforce, benefiting both employees and the organization as a whole.

Furthermore, considering the insights from Van den Tooron and de Jong (2014), the interplay between job demands and resources becomes more nuanced. While work-related stress and emotional exhaustion represent challenges that can undermine organizational commitment, job satisfaction emerges as a crucial resource that can mitigate these negative effects. Thus, healthcare organizations can benefit from addressing both job demands and resources to foster a supportive work environment and promote employee well-being and commitment.

The results of the study provide a valuable foundation for healthcare administrators and policymakers to develop targeted strategies aimed at cultivating supportive work environments conducive to fostering high levels of organizational commitment among healthcare workers, ultimately contributing to improved organizational outcomes and employee well-being. Healthcare workers who perceive their work environment as overly stressful may struggle to maintain a sense of allegiance and dedication to their organization's goals and values. Consequently, healthcare organizations must prioritize strategies to mitigate work-related stressors, fostering a supportive and conducive environment that cultivates and sustains high levels of organizational commitment among their workforce.

CONCLUSION

The findings of this study shed light on the significant factors influencing organizational commitment among healthcare workers. The robust causal relationships identified, as indicated by the impressive F-count value of 98.148 and critical F-table value of 2.639056, underscore the importance of considering the collective influence of work-related stress, emotional exhaustion, and job satisfaction in understanding organizational commitment dynamics within healthcare settings. These results provide a solid foundation for healthcare administrators and policymakers to develop targeted interventions aimed at promoting a supportive work environment conducive to fostering high levels of organizational commitment among healthcare professionals.

Addressing work-related stressors, promoting job satisfaction through supportive work environments, and fostering a culture of reciprocity and appreciation for employees' contributions are essential strategies derived from the study's findings. These strategies represent proactive approaches that healthcare organizations can adopt to cultivate a positive work environment that nurtures organizational commitment among their workforce. By acknowledging the significance of these factors and implementing targeted interventions, healthcare administrators and policymakers can enhance employee well-being and satisfaction, ultimately leading to a more committed and resilient workforce. This investment in the workforce not only benefits individual employees but also contributes to the overall success and effectiveness of the organization as a whole.

While this study provides valuable insights into the factors influencing organizational commitment among healthcare workers, several limitations warrant consideration. Firstly, the study's sample characteristics may not fully capture the diversity of healthcare workers across different settings or regions. This limitation could restrict the generalizability of the findings. To address this, future research should consider including larger and more diverse samples, encompassing a broader spectrum of healthcare professionals to ensure the broader applicability of results.

Secondly, the reliance on self-report measures for variables such as work-related stress, emotional exhaustion, and job satisfaction introduces the possibility of response biases or inaccuracies. This reliance may not fully capture the nuanced experiences of participants and could lead to distorted results. Future studies could mitigate this limitation by incorporating objective measures or employing multi-method approaches to validate findings, enhancing the reliability and accuracy of the data collected.

Lastly, the study may not have accounted for all relevant contextual factors that could influence organizational commitment in healthcare settings, such as organizational culture, leadership styles, or specific job roles. This oversight may limit the depth of understanding regarding the complex interplay of factors shaping the healthcare workers' organizational commitment. To address this gap, further research should explore these contextual factors in more depth, providing a more comprehensive and nuanced understanding of their influence on organizational commitment among healthcare workers.

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