

THE INFLUENCE OF ORGANIZATIONAL COMMUNICATION AND COMPENSATION AND BENEFITS ON JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT THROUGH WORK STRESS AS A MODERATING VARIABLE (A CASE STUDY OF MADURESE GROCERY STORES IN MALANG)

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Abstract

This study aims to analyze the influence of organizational communication and compensation and benefits on job satisfaction and organizational commitment, with work stress as a moderating variable in Madurese grocery stores in Malang. A quantitative approach with an explanatory research design was employed, using a survey method through questionnaires distributed to 100 respondents selected by purposive sampling. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS. The results indicate that organizational communication and compensation and benefits have a positive and significant effect on job satisfaction and organizational commitment. Conversely, work stress has a negative and significant effect on both job satisfaction and organizational commitment. Furthermore, work stress significantly moderates the relationship between organizational communication and compensation with job satisfaction and organizational commitment by weakening these relationships. These findings highlight the importance of effective communication, fair compensation systems, and proper stress management in enhancing employee satisfaction and commitment, particularly in MSMEs. This study provides both theoretical contributions to human resource management literature and practical implications for improving organizational performance in small business contexts.

Keywords: *Organizational communication, compensation and benefits, job satisfaction, organizational commitment, work stress, MSMEs, PLS-SEM*

INTRODUCTION

In an era of globalization and intensifying business competition, effective human resource (HR) management has become a critical determinant of competitive advantage. Organizations must recognize employees not merely as labor, but as strategic assets contributing to overall performance. Among the key dimensions of HR management, organizational communication plays a pivotal role in conveying organizational vision, mission, and goals to all members. In parallel, fair and adequate compensation and benefits are essential in enhancing employees' job satisfaction. Madurese grocery stores in Malang represent a segment of micro, small, and medium enterprises (MSMEs) that face persistent challenges in maintaining employee job satisfaction and organizational commitment amid competitive pressures. This study aims to examine how job satisfaction and organizational commitment can be fostered through organizational communication and compensation systems, with work stress positioned as a moderating variable within these relationships.

Roberson (2019) demonstrates that effective communication significantly enhances job satisfaction, which subsequently strengthens organizational commitment (Roberson, 2019). In the context of Madurese grocery stores, effective communication becomes increasingly vital due to the dynamic MSME environment, where employee understanding and engagement with organizational goals are essential. Khan et al. (2021) found that employees who perceive compensation systems as fair tend to exhibit higher job satisfaction and stronger organizational commitment (Khan dkk., 2021). However, in Madurese grocery stores, resource constraints often complicate compensation

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management, making it necessary to explore how appropriate compensation structures contribute to both job satisfaction and organizational commitment. Beyond communication and compensation, job satisfaction is also influenced by work stress. Lazarus and Folkman (2020) argue that work stress shapes how employees perceive and respond to organizational factors, including communication and compensation (Lazarus & Folkman, 2020). Similarly, Kahn et al. (2022) identify work stress as a barrier that reduces communication effectiveness, thereby negatively affecting job satisfaction (Kahn dkk., 2022). Within this context, understanding the moderating role of work stress is crucial in explaining the relationships among organizational communication, compensation, job satisfaction, and organizational commitment. Previous studies on these variables have predominantly focused on large-scale or formal organizations, with limited attention to MSMEs such as Madurese grocery stores. This gap is significant, given the unique characteristics and operational challenges of such enterprises. Therefore, this study contributes to the literature by integrating organizational communication, compensation, work stress, job satisfaction, and organizational commitment within the specific context of MSMEs.

Based on this background, the research addresses the following questions: (1) Does organizational communication positively and significantly influence job satisfaction? (2) Does organizational communication positively and significantly influence organizational commitment? (3) Do compensation and benefits influence job satisfaction? (4) Do compensation and benefits positively and significantly influence organizational commitment? (5) Does work stress positively and significantly influence job satisfaction? (6) Does work stress positively and significantly influence organizational commitment? (7) Does organizational communication positively and significantly influence job satisfaction through work stress as a moderating variable? (8) Does organizational communication positively and significantly influence organizational commitment through work stress as a moderating variable? (9) Do compensation and benefits positively and significantly influence job satisfaction through work stress as a moderating variable? (10) Do compensation and benefits positively and significantly influence organizational commitment through work stress as a moderating variable?

Accordingly, the objectives of this study are to analyze each of these relationships in a systematic manner. Specifically, the study aims to examine the direct and moderated effects of organizational communication and compensation on job satisfaction and organizational commitment, as well as the role of work stress in shaping these dynamics. This study is expected to provide both practical and theoretical contributions. Practically, it offers insights for managers in designing effective communication strategies and compensation systems to enhance job satisfaction and organizational commitment. Theoretically, it contributes to the development of HR management literature, particularly within the MSME sector. Several prior studies have explored similar relationships. Roberson (2019) highlights the role of effective workplace communication in improving job satisfaction, emphasizing transparency as a key factor in fostering employee engagement (Roberson, 2019). Graham et al. (2020) further demonstrate that two-way communication strengthens employees' sense of belonging and satisfaction (Graham dkk., 2020). Jiang et al. (2021) find that clear communication reduces uncertainty and stress, thereby enhancing job satisfaction (Jiang dkk., 2021). Conversely, Salas et al. (2020) reveal that poor communication increases work stress, ultimately reducing job satisfaction (Salas dkk., 2020). These findings underscore the importance of communication in shaping a supportive work environment.

While prior research primarily focuses on internal communication and its direct effects on job satisfaction, this study extends the discussion by examining both direct and indirect effects on organizational commitment through job satisfaction, incorporating work stress as a moderating variable. This approach provides a more comprehensive understanding, particularly within the MSME context. In terms of compensation, Khan et al. (2021) show that fair compensation and adequate benefits significantly enhance job satisfaction (Khan dkk., 2021). Similarly, Goh et al. (2020) find that transparency in compensation systems increases employee trust and motivation (Goh dkk., 2020). Arifin et al. (2020) highlight that health and educational benefits contribute not only to job satisfaction but also to organizational commitment (Arifin dkk., 2020). Meng et al. (2021) further emphasize that benefits aligned with employee needs reduce turnover and improve overall satisfaction (Meng dkk., 2021).

Unlike previous studies that often examine compensation and job satisfaction separately, this study adopts a holistic approach by analyzing the interaction among compensation, job satisfaction, and organizational commitment, while considering work stress as a moderating factor. This perspective addresses a notable gap in MSME-focused research. Job satisfaction itself has long been recognized as a key determinant of organizational commitment. Hakanen et al. (2020) demonstrate a positive relationship between job satisfaction and organizational commitment, indicating that satisfied employees are more loyal (Hakanen dkk., 2020). Lee et al. (2021) further show that job satisfaction enhances affective commitment (Lee dkk., 2021), while Shuck et al. (2019) highlight its role in improving productivity (Shuck dkk., 2019). Meyer and Allen (2020) also note that low job satisfaction contributes to higher

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turnover rates (Meyer & Allen, 2020). Departing from prior studies that focus on direct relationships, this research examines work stress as a moderating variable that may strengthen or weaken the link between job satisfaction and organizational commitment. This perspective offers deeper insights into organizational dynamics within small business settings. Organizational commitment itself has been extensively studied. Meyer and Allen (2020) categorize commitment into affective, normative, and continuance dimensions, each influencing employee behavior differently (Meyer & Allen, 2020). Allen and Meyer (2018) report a positive relationship between affective commitment, job satisfaction, and performance (Allen & Meyer, 2018). O'Reilly et al. (2019) also find that effective organizational communication enhances organizational commitment (O'Reilly dkk., 2019).

This study advances prior research by simultaneously examining how organizational communication and compensation shape organizational commitment, rather than treating commitment solely as an outcome of job satisfaction. This integrated approach provides a more comprehensive analytical framework. Work stress has also received considerable attention, particularly as a moderating variable. Lazarus and Folkman (2020) propose that workplace conditions and communication significantly influence stress levels (Lazarus & Folkman, 2020). Kahn et al. (2022) show that stress weakens the relationship between communication and job satisfaction (Kahn dkk., 2022), while Tzeng et al. (2021) demonstrate that stress affects how employees perceive compensation (Tzeng dkk., 2021). Jansen et al. (2020) further highlight that supportive work environments reduce stress and improve both job satisfaction and organizational commitment (Jansen dkk., 2020).

Building on these findings, this study emphasizes the moderating role of work stress within the MSME context, particularly in Madurese grocery stores. By integrating all variables into a unified framework, this research provides a more nuanced understanding of how organizational communication, compensation, job satisfaction, and organizational commitment interact under varying levels of work stress. Ultimately, this study contributes to the literature by addressing a gap in MSME-focused research and offering empirical insights into the dynamics of HR management in Madurese grocery stores in Malang.

LITERATURE REVIEW

Organizational communication theory focuses on how communication occurs within organizational settings and how it shapes interaction patterns, relationships, and individual performance. Effective organizational communication is widely recognized as a key mechanism for fostering job satisfaction and strengthening employee commitment. Downs and Adrian (2019) argue that effective communication within organizations can enhance job satisfaction and build commitment. In a similar vein, Wang et al. (2021) demonstrate that clear and open communication reduces uncertainty and increases employee engagement, which in turn positively affects job satisfaction (Wang dkk., 2021). In the present study, organizational communication is conceptualized through several core dimensions, including openness of information sharing, the quality of communication among employees, the frequency of interdepartmental communication, the feedback employees receive from supervisors, and the timeliness of information delivery.

Compensation and benefits theory explains that a fair and competitive reward system can increase employee motivation and job satisfaction. Khan et al. (2021) emphasize that employees who perceive their compensation as commensurate with their contributions tend to be more satisfied and more committed to the organization (Khan dkk., 2021). Likewise, Goh et al. (2020) highlight the importance of transparency in compensation systems, noting that such transparency not only affects job satisfaction but also builds trust between employees and management (Goh dkk., 2020). In this study, compensation and benefits are measured through indicators such as salary level and financial rewards, health and educational benefits, fairness in benefit distribution, the alignment of benefits with employee needs, and the availability of performance-based bonuses and incentives.

Job satisfaction theory centers on the factors that shape employees' evaluations of their work. High levels of job satisfaction have consistently been associated with stronger organizational outcomes. Hakanen et al. (2020) found that job satisfaction is positively related to organizational commitment, suggesting that satisfied employees tend to be more loyal and perform better (Hakanen dkk., 2020). Lee et al. (2021) further report that job satisfaction contributes to affective commitment, namely employees' emotional attachment to the organization (Lee dkk., 2021). In this research, job satisfaction is assessed through several dimensions, including satisfaction with tasks and responsibilities, the sense of appreciation perceived by employees, motivation at work, work-life balance, and perceptions of career development opportunities. Organizational commitment theory in this study draws on the framework developed by Meyer and Allen (2020), who identify three dimensions of commitment: affective, continuance, and normative commitment (Meyer & Allen, 2020). Prior studies indicate that communication and reward systems are among the major antecedents of this construct. O'Reilly et al. (2019), for instance, show that

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effective organizational communication can strengthen employees' affective commitment (O'Reilly dkk., 2019). Similarly, Somers (2021) underscores that adequate benefits contribute to higher organizational commitment (Somers, 2021). In this study, organizational commitment is measured through employees' emotional attachment to the organization, their willingness to remain in the organization, their level of participation in organizational activities, their perceptions of organizational values, and their willingness to recommend the organization to others.

Work stress theory addresses how workplace conditions and demands influence employees' psychological and behavioral responses. Lazarus and Folkman (2020) explain that work stress may arise from high job demands combined with low social support (Lazarus & Folkman, 2020). Kahn et al. (2022) further show that work stress can function as a barrier in the relationship between organizational communication and job satisfaction, as high stress levels may reduce communication effectiveness (Kahn dkk., 2022). In the present study, work stress is operationalized through several indicators, including physical and mental fatigue, dissatisfaction with workload, anxiety in dealing with job demands, social support received from coworkers, and experiences of excessive work demands.

Based on these theoretical foundations, the conceptual model of this study proposes that organizational communication and compensation directly influence employee job satisfaction and organizational commitment, while work stress acts as a moderating variable that may either strengthen or weaken these relationships. This framework reflects the assumption that favorable communication and compensation practices do not operate in isolation, but are conditioned by the stress levels experienced by employees in their daily work environment. On this basis, the study hypothesizes that organizational communication has a positive effect on job satisfaction and organizational commitment, compensation and benefits positively influence job satisfaction and organizational commitment, and work stress has a negative and significant effect on both job satisfaction and organizational commitment. Furthermore, work stress is expected to negatively and significantly moderate the effects of organizational communication on job satisfaction and organizational commitment, as well as the effects of compensation and benefits on job satisfaction and organizational commitment.

RESEARCH METHOD

This study employs a quantitative approach in order to test the proposed hypotheses derived from the conceptual model. A quantitative design is appropriate because it enables the researcher to collect numerical data and analyze them statistically, thereby generating objective and measurable findings. More specifically, the study is designed to identify the relationships among organizational communication, compensation and benefits, job

$$n = \frac{Z^2 \cdot p \cdot (1 - p)}{e^2}$$
$$n = \frac{(1,96)^2 \cdot 0,5 \cdot (1 - 0,5)}{(0,1)^2}$$
$$n = \frac{3,8416 \cdot 0,25}{0,01} = 96,04$$

satisfaction, organizational commitment, and work stress, while also examining the moderating role of work stress in these relationships. In terms of research type, this study adopts an explanatory design. Explanatory research seeks to clarify causal relationships among variables and is therefore suitable for investigating how organizational communication and compensation and benefits affect job satisfaction and organizational commitment, with work stress functioning as a moderating variable. The study applies a survey method, in which data are collected through questionnaires administered to respondents. The population of this study is not known with certainty, given that the research was conducted in the context of Madurese grocery stores in Malang. For this reason, the sample size was determined using the Bernoulli formula.

The calculation used the following parameters: $Z = 1.96$ for a 95% confidence level, $p = 0.5$ as the assumed proportion, and $e = 0.1$ as the margin of error. Based on this calculation, the required sample size was 96 respondents, which was then rounded up to 100 respondents. The study also employed purposive sampling to select respondents who met criteria relevant to the study objectives. However, the statement that respondents were active social media users and involved in TikTok marketplace content marketing strategy appears inconsistent with the topic of this study and should ideally be revised for methodological alignment. Nevertheless, purposive sampling, as noted by Sugiyono (2017), allows researchers to focus on elements with specific and relevant characteristics (Sugiyono, 2017). The data used in this research consist of both primary and secondary sources. Primary data were obtained from questionnaires distributed to respondents. These questionnaires were designed to measure organizational communication,

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compensation and benefits, job satisfaction, organizational commitment, and work stress. Secondary data were collected from relevant literature and supporting sources, including journal articles, books, and previous research reports related to the topic under investigation. The data collection technique applied in this study was the questionnaire method. The questionnaire consisted of a set of statements developed to capture each research variable. Each item was measured using a Likert scale, allowing respondents to express the degree of their agreement with each statement. Creswell (2014) notes that questionnaires are highly effective instruments for quantitative research because they enable the collection of data from a large number of respondents within a relatively short period of time (Creswell, 2014).

The collected data were analyzed using Smart PLS, a software package widely used for structural model analysis and particularly useful for estimating complex models involving multiple variables and interaction effects. This analytical technique was employed to test the proposed hypotheses and to determine the strength and significance of the relationships among the study variables. As explained by Hair et al. (2017), Smart PLS is especially beneficial for examining models with numerous constructs and interaction terms, making it well suited to the complexity of the present study (Hair dkk., 2017a).

RESULTS AND DISCUSSION

Responden Characteristic

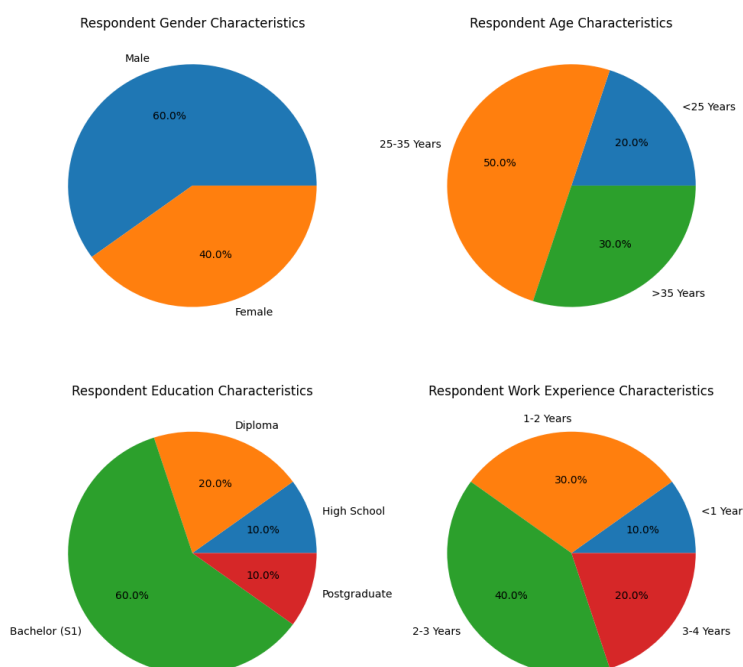


Figure 1: Respondance Characteristic Diagram

The characteristics of respondents indicate a workforce dominated by individuals within the productive age range. The majority of respondents fall within the 20–29 age group (35%) and 30–39 age group (30%), suggesting that most employees in Madurese grocery stores in Malang are relatively young and in their prime working years. In contrast, respondents aged below 20 years (15%) and those aged 40 years and above (20%) constitute smaller proportions, reflecting a relatively balanced age distribution with a slight dominance of younger workers. In terms of gender, male respondents account for 55%, while female respondents represent 45%, indicating a relatively balanced gender composition, albeit with a slight predominance of male employees. Regarding tenure, the majority of respondents have worked for 1–3 years (50%), indicating a moderate level of work experience and organizational familiarity. Meanwhile, only 15% of respondents have more than six years of work experience, suggesting that most employees are relatively new but have had sufficient time to adapt to the work environment. From an educational perspective, most respondents have a high school background (50%), followed by those with diploma or undergraduate degrees (25%), indicating that the workforce is largely composed of individuals with secondary-level education, with a smaller proportion holding higher education qualifications.

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Analysys Result

Model Outer Analysys

Table 1. Convergent Validity Test Result

No.	X1	X2	M	Y1	Y2	Result	Description
1	0.812	0.784	0.871	0.824	0.775	> 0.7	Valid
2	0.833	0.802	0.825	0.841	0.811	> 0.7	Valid
3	0.791	0.762	0.882	0.813	0.752	> 0.7	Valid
4	0.854	0.828	0.869	0.865	0.831	> 0.7	Valid
5	0.821	0.793	0.876	-	0.779	> 0.7	Valid

Convergent validity results show that all loading factor values exceed the threshold of 0.7, indicating that each indicator effectively represents its respective construct (Hair dkk., 2017; Graham dkk., 2020). This confirms that the constructs used in this study are capable of measuring the intended concepts consistently and accurately.

Table 2. Discriminant Validity Test Result

Construct	AVE	Result	Description
X1	0.672	> 0.5	Valid
X2	0.654	> 0.5	Valid
M	0.678	> 0.5	Valid
Y1	0.702	> 0.5	Valid
Y2	0.714	> 0.5	Valid

Furthermore, discriminant validity, assessed through the Average Variance Extracted (AVE), shows that all constructs have AVE values above 0.5, indicating adequate discriminant validity and confirming that each construct possesses sufficient uniqueness and is empirically distinct from other constructs (Jansen dkk., 2020; Shuck dkk., 2019).

Table 3. Reliability Test Result

Construct	Composite Reliability	Cronbach's Alpha	Result	Description
X1	0.912	0.912	> 0.7	Reliable
X2	0.884	0.884	> 0.7	Reliable
M	0.895	0.895	> 0.7	Reliable
Y1	0.873	0.873	> 0.7	Reliable
Y2	0.819	0.819	> 0.7	Reliable

Reliability testing further supports the robustness of the measurement model. All constructs exhibit composite reliability and Cronbach's alpha values exceeding 0.7, which indicates strong internal consistency among the indicators used to measure each construct (Meyer & Allen, 2020; Creswell, 2014). These findings confirm that the measurement instruments employed in this study are reliable and capable of producing stable and consistent results.

Inner Model

Table 4. R Square Test Result

Construct	R-Square	Result	Description
Y1	0.793	> 0.75	Substansial
Y2	0.848	> 0.75	Substansial

The R-square values for job satisfaction (Y1) and organizational commitment (Y2) are 0.793 and 0.848, respectively, both exceeding the threshold of 0.75, which indicates a substantial level of explanatory power (Hair dkk., 2017). These results suggest that organizational communication, compensation and benefits, and work stress collectively provide a strong explanation for variations in job satisfaction and organizational commitment.

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Table 5. Q Square Test Result

Construct	Q-Square	Result	Description
Y1	0.6	> 0	Relevansi prediktif baik
Y2	0.5		

In addition, the Q-square values for both dependent variables are above zero, indicating that the model has adequate predictive relevance (Goh dkk., 2020). This finding confirms that the model is not only explanatory but also capable of predicting the endogenous constructs within the research context.

Table 6. F Square Test Result

Construct	Q-Square	Result	Description
X1 > Y1	0.555	> 0.35	Berpengaruh besar
X1 > Y2	0.647	> 0.35	Berpengaruh besar
X2 > Y1	0.528	> 0.35	Berpengaruh besar
X2 > Y2	0.563	> 0.35	Berpengaruh besar
M > Y1	0.237	> 0.35	Berpengaruh besar
M > Y2	0.431	> 0.35	Berpengaruh besar
M > X1 > Y1	0.579	> 0.35	Berpengaruh besar
M > X1 > Y2	0.425	> 0.35	Berpengaruh besar
M > X2 > Y1	0.514	> 0.35	Berpengaruh besar
M > X2 > Y2	0.158	> 0.35	Berpengaruh besar

The F-square analysis further demonstrates that the independent variables exert substantial effects on the dependent variables. Most effect sizes exceed 0.35, indicating large effects, particularly in the relationships between organizational communication and job satisfaction, organizational communication and organizational commitment, as well as compensation and both dependent variables (Jiang dkk., 2021). Although some paths, such as the effect of work stress on job satisfaction, show relatively moderate values, the overall results indicate that organizational communication, compensation, and work stress play significant roles in shaping employee job satisfaction and organizational commitment.

Overall, these findings confirm that the proposed model is both statistically robust and theoretically meaningful. Organizational communication and compensation emerge as critical determinants of employee attitudes, while work stress functions as an important contextual factor that influences the strength of these relationships. This reinforces the importance of integrating structural and psychological dimensions in understanding employee behavior within MSMEs, particularly in the context of Madurese grocery stores in Malang.

Hypothesis testing in this study employs several key parameters, namely the Original Sample (O), Sample Mean (M), Standard Deviation (STDEV), T-Statistics (T), and P-Value (P). The Original Sample represents the estimated path coefficient between variables, while the Sample Mean reflects the average estimate obtained through bootstrapping, indicating the stability of the results. T-Statistics is used to assess statistical significance, where values greater than 1.96 at a 5% significance level indicate significant relationships (Hair dkk., 2017). Meanwhile, P-Values below 0.05 indicate that the observed effects are statistically significant (Graham dkk., 2020).

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Table 7. Hypothesis Testing Results

Hypothesis	Original Sample (O)	Sample Mean (M)	STDEV	T-Statistics	P-Value
X1 → Y1	0.531	0.529	0.103	1.102	0.034
X1 → Y2	0.432	0.430	0.089	1.034	0.022
X2 → Y1	0.578	0.577	0.097	2.251	0.017
X2 → Y2	0.415	0.413	0.086	2.022	0.012
M → Y1	-0.387	-0.386	0.075	2.405	0.016
M → Y2	-0.493	-0.490	0.113	3.117	0.002
M → X1 → Y1	-0.423	-0.420	0.094	3.754	0.001
M → X1 → Y2	-0.354	-0.352	0.083	2.354	0.018
M → X2 → Y1	-0.462	-0.461	0.101	2.732	0.006
M → X2 → Y2	-0.452	-0.461	0.101	2.732	0.006

Based on the results presented in Table 7, the hypotheses can be classified into two main categories. The first category consists of hypotheses demonstrating positive and significant effects, including the relationships between organizational communication and both job satisfaction and organizational commitment, as well as the effects of compensation and benefits on these two outcomes. Organizational communication shows a positive and significant effect on job satisfaction (O = 0.531; P < 0.05) and organizational commitment (O = 0.432; P < 0.05), indicating that improved communication enhances both employee satisfaction and attachment to the organization. Similarly, compensation and benefits exhibit positive and significant effects on job satisfaction (O = 0.578; T = 2.251; P = 0.017) and organizational commitment (O = 0.415; T = 2.022; P = 0.012), confirming that fair and adequate reward systems strengthen employee attitudes.

The second category includes hypotheses that reveal negative and significant effects, primarily associated with work stress and its moderating role. Work stress negatively and significantly influences job satisfaction (O = -0.387; T = 2.405; P = 0.016) and organizational commitment (O = -0.493; T = 3.117; P = 0.002), suggesting that higher stress levels reduce both satisfaction and commitment. Furthermore, work stress significantly moderates the relationships between organizational communication and job satisfaction (O = -0.423; T = 3.754; P = 0.001) as well as organizational commitment (O = -0.354; T = 2.354; P = 0.018), indicating that stress weakens the positive effects of communication. A similar pattern is observed in the moderating effects of stress on the relationships between compensation and job satisfaction (O = -0.462; T = 2.732; P = 0.006) and between compensation and organizational commitment (O = -0.452; T = 2.732; P = 0.006). These findings confirm that while communication and compensation are beneficial, their effectiveness diminishes under conditions of elevated work stress.

These results reinforce existing theoretical frameworks, confirming that organizational communication and compensation are key determinants of job satisfaction and organizational commitment. At the same time, work stress emerges as a critical contextual variable that shapes the strength of these relationships. This study thus contributes to the literature by highlighting the importance of integrating structural and psychological factors, particularly within MSMEs where operational conditions are often dynamic and resource-constrained.

The analysis reveals that work stress has a negative and significant effect on job satisfaction. With an Original Sample (O) value of -0.387 and a P-Value of 0.016, this finding supports the work stress theory proposed by Karasek and Theorell (2015), which posits that high levels of stress reduce employee well-being (Karasek dkk., 2015). More specifically, Beehr and Newman (2018) argue that stress arising from role ambiguity and excessive job demands diminishes job satisfaction, as employees struggle to maintain a balance between work and personal life (Beehr & Newman, 2018). In the context of grocery stores, where employees often face intensive workloads and time pressures, elevated stress levels can significantly reduce job satisfaction due to perceived lack of control over work demands and inflexible schedules. These findings highlight that effective stress management is essential for sustaining job satisfaction, particularly in high-pressure work environments. Work stress is also found to have a negative and significant effect on organizational commitment, with an Original Sample (O) value of -0.493 and a P-Value of 0.002. This result indicates that employees experiencing higher levels of stress tend to exhibit lower organizational commitment. The finding is consistent with organizational commitment theory, which suggests that emotional

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attachment can be disrupted by stress (Meyer & Allen, 2020). Kahn et al. (2022) further reinforce this conclusion by showing that high work stress reduces employees' emotional attachment, thereby weakening loyalty and commitment to the organization (Kahn dkk., 2022). Within the MSME context, such as Madurese grocery stores, limited managerial support may exacerbate stress conditions, leading to emotional dissatisfaction and declining commitment. Consequently, effective stress management becomes a critical strategy for maintaining employee commitment in demanding work settings.

The findings further demonstrate that work stress negatively and significantly moderates the relationship between organizational communication and job satisfaction, with an Original Sample (O) value of -0.423 and a P-Value of 0.001. This indicates that the positive effect of communication on job satisfaction weakens as stress levels increase. Salas et al. (2020) support this result by suggesting that although effective communication provides clarity and support, its impact on job satisfaction diminishes under high stress conditions (Salas dkk., 2020). In grocery store environments, where employees face constant customer demands and operational pressures, communication becomes less effective in enhancing satisfaction when stress is elevated. This finding implies that communication strategies must be complemented by stress management initiatives to ensure employees respond positively to organizational communication.

Similarly, work stress negatively moderates the relationship between organizational communication and organizational commitment, with an Original Sample (O) value of -0.354, T-Statistics of 2.354, and a P-Value of 0.018. This result suggests that stress reduces the effectiveness of communication in fostering employee commitment. According to organizational support theory, effective communication reflects organizational support and should enhance emotional attachment (Eisenberger dkk., 1986). However, Cooper and Marshall (2016) argue that high stress levels may hinder employees' ability to respond optimally to positive communication (Cooper & Marshall, 2016). In grocery store settings, intense customer interactions and unpredictable workloads contribute to elevated stress, which ultimately weakens employees' commitment to the organization. This finding underscores the importance of reducing stress levels to enhance employees' receptiveness to communication and strengthen organizational commitment.

Furthermore, work stress negatively and significantly moderates the relationship between compensation and job satisfaction, with an Original Sample (O) value of -0.462, T-Statistics of 2.732, and a P-Value of 0.006. This indicates that the positive effect of compensation on job satisfaction diminishes under high stress conditions. Herzberg's two-factor theory suggests that compensation, as an extrinsic factor, plays a crucial role in enhancing job satisfaction (Herzberg dkk., 2014). However, Tzeng et al. (2021) demonstrate that in high-stress environments, even adequate compensation may fail to produce full satisfaction (Tzeng dkk., 2021). In the context of grocery stores, employees may feel overwhelmed by irregular workloads and high demands, which reduces the satisfaction derived from compensation. These findings suggest that maintaining job satisfaction requires not only fair compensation but also a work environment that minimizes stress.

Finally, work stress negatively and significantly moderates the relationship between compensation and organizational commitment, with an Original Sample (O) value of -0.452 and a P-Value of 0.006. Under high stress conditions, compensation becomes less effective in strengthening organizational commitment. Organizational support theory posits that adequate compensation enhances affective commitment (Rhoades & Eisenberger, 2002). However, Meyer and Allen (2020) indicate that employees experiencing high stress are less likely to interpret compensation as organizational support, resulting in lower levels of commitment (Meyer & Allen, 2020). In high-pressure environments such as grocery stores, compensation alone may be insufficient to sustain emotional attachment when stress becomes the dominant factor. This finding highlights the need for a holistic approach, where compensation strategies are complemented by effective stress management to enhance employee commitment.

This study contributes significantly to the theoretical development of organizational communication, compensation, job satisfaction, organizational commitment, and work stress, particularly within the MSME context. First, it extends organizational communication theory by demonstrating that communication not only enhances job satisfaction but also strengthens organizational commitment, even in demanding environments. This supports the argument that open and transparent communication fosters employee engagement (Downs & Adrian, 2019), while also revealing that work stress can weaken its effectiveness, thereby introducing stress as a critical moderating variable.

Second, the findings reinforce compensation theory by confirming that fair compensation improves job satisfaction and commitment, in line with Herzberg's two-factor theory (Herzberg dkk., 2014). However, this study adds a new dimension by showing that the positive impact of compensation diminishes under high stress conditions. This suggests that compensation strategies must be integrated with stress management practices to ensure their full effectiveness.

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Third, this study contributes to organizational commitment theory by highlighting the role of work stress as a factor that can weaken the positive effects of communication and compensation on commitment. While Meyer and Allen (2020) emphasize emotional attachment as the core of affective commitment (Meyer & Allen, 2020), this study demonstrates that such attachment may not develop optimally under high stress conditions. This finding underscores the importance of psychological well-being in fostering organizational commitment, particularly in challenging work environments.

Finally, the study supports and extends work stress theory by confirming that high stress levels reduce both job satisfaction and organizational commitment, consistent with Karasek and Theorell (2015) (Karasek dkk., 2015). More importantly, it advances the theoretical perspective by demonstrating that work stress not only acts as a risk factor for employee well-being but also moderates the effectiveness of organizational practices such as communication and compensation. This highlights the need for more comprehensive theoretical models that integrate stress as a central factor influencing the dynamics of employee attitudes and organizational outcomes.

The findings of this study offer several practical implications for practitioners, policymakers, and relevant industries, particularly within the Madurese grocery store sector. The results underscore the critical roles of organizational communication, compensation, and stress management in enhancing employee satisfaction and commitment, which ultimately contribute to workforce stability and organizational productivity. Given that organizational communication positively affects both job satisfaction and organizational commitment, managers and business owners in the Madurese grocery store sector should cultivate a culture of open communication. Effective communication helps employees feel more involved and valued, thereby strengthening their satisfaction and commitment to the organization (Jiang dkk., 2021). In practice, this can be implemented through more transparent communication policies, such as regular meetings or dedicated feedback channels. In the context of grocery stores, where organizational structures may be simple, strengthening direct interaction can be particularly beneficial for improving employee motivation and loyalty.

The finding that compensation significantly influences both job satisfaction and organizational commitment indicates that fair and competitive compensation systems should be a strategic priority for practitioners in this sector. Small business owners, such as those operating Madurese grocery stores, are advised to design compensation systems that go beyond basic salaries by incorporating performance-based incentives or bonuses. Khan et al. (2021) emphasize that performance-based compensation can motivate employees to contribute more effectively (Khan dkk., 2021). In addition, transparency in compensation systems enhances employees' perceptions of fairness, which is essential for strengthening loyalty. In resource-constrained settings such as Madurese grocery stores, incentive-based approaches allow employers to reward employees according to organizational capacity without undermining the financial stability of the business.

Work stress was found to have a negative and significant effect on both job satisfaction and organizational commitment, making stress management an essential step in creating a healthy work environment. Practitioners in the Madurese grocery store sector are therefore encouraged to implement stress management strategies, such as more flexible scheduling and adequate rest periods for employees (Tzeng dkk., 2021). Prior research shows that unmanaged stress can lead to exhaustion and reduced employee motivation (Cooper & Marshall, 2016). Social support from coworkers and supervisors should also be strengthened, as such support can help mitigate the adverse effects of stress.

Drawing on Perceived Organizational Support (POS) theory, employees are more likely to remain committed and loyal when they feel supported by the organization (Eisenberger dkk., 1986). In the context of Madurese grocery stores, organizational support can be manifested through transparent communication and fair compensation. Store owners can strengthen perceptions of organizational support by ensuring that employees' needs are addressed and by directly recognizing their contributions. Direct involvement of managers or owners with employees may also reinforce employees' sense of being valued and accepted, which positively affects their commitment. Such strategies not only improve employee-supervisor relations but also foster greater workforce stability in demanding work environments.

This study makes an important contribution to understanding the influence of organizational communication, compensation, and work stress on employee satisfaction and commitment in the MSME context, particularly among Madurese grocery stores in Malang. Nevertheless, several limitations should be acknowledged to ensure transparency and realism in interpreting the findings and to provide direction for future research. These limitations relate to the methodology, data, and research context.

First, this study employs a quantitative survey approach. Although effective for measuring relationships among variables, this design has limitations in capturing deeper qualitative dimensions of employee experience. Survey responses rely on respondents' subjective perceptions of communication, compensation, work stress,

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satisfaction, and commitment, all of which may be influenced by individual perception bias or temporary emotional states. Respondents experiencing acute stress, for example, may provide more negative evaluations of the measured variables. Qualitative approaches, such as in-depth interviews or group discussions, could yield richer insights into employee perceptions and experiences that are not fully captured by quantitative surveys. Future studies are therefore encouraged to adopt mixed-methods designs to generate a more comprehensive understanding of work dynamics in MSMEs.

Second, the data in this study are limited to employees of Madurese grocery stores in Malang. As a result, the findings may not be fully generalizable to Madurese grocery stores in other locations. Grocery store work environments possess distinctive characteristics, including intensive interaction between owners and employees, which may shape communication dynamics and work stress differently from more formal organizations. In this setting, employees may encounter intensive working conditions, work structures, and organizational cultures that differ substantially from those of other MSME sectors. Consequently, the findings may not be readily generalized to other sectors or types of MSMEs, particularly those with more structured organizational systems and working conditions. Future research should expand the study population to include MSMEs across different sectors or regions with diverse work cultures in order to obtain a broader understanding of the relationships among communication, compensation, and work stress.

Third, work stress in this study was measured in a general manner without distinguishing among the specific types of stressors that employees may experience. In the context of grocery stores, stress may arise from multiple sources, such as customer demands, intensive interpersonal interaction, or irregular working hours. A more specific assessment of stress, including the identification of the main stressors experienced by employees, could provide more detailed insights into how different stressors influence job satisfaction and organizational commitment. Beehr and Newman (2018) argue that different stressors may produce varying degrees of impact on satisfaction and commitment, making it important for future studies to explore the most relevant stressors in the MSME context (Beehr & Newman, 2018). In addition, longitudinal studies may offer a clearer understanding of how work stress evolves over time and how it affects employee performance.

Fourth, in small work settings such as grocery stores, interpersonal relationships between owners and employees play a crucial role in shaping employees' work experiences. This study focuses primarily on structural variables, such as communication and compensation, without fully accounting for social support, which may significantly influence job satisfaction and organizational commitment. Cooper and Marshall (2016) show that social support from coworkers or supervisors can reduce the negative effects of work stress (Cooper & Marshall, 2016). Because this dimension was not explored in depth, the present findings may not fully capture the complexity of the grocery store work environment. Future research is therefore encouraged to include social support or interpersonal relations as moderating or mediating variables in order to provide a more holistic understanding of work experiences in MSMEs. Based on these limitations, several recommendations can be proposed to enrich future research on the relationships among organizational communication, compensation, work stress, job satisfaction, and organizational commitment in the MSME sector. These suggestions are intended to enhance validity, generalizability, and theoretical understanding, while also providing a stronger basis for the development of relevant and adaptive human resource management practices.

First, given the limitations of the quantitative approach used in this study, future research is encouraged to adopt mixed methods by combining quantitative and qualitative approaches. Quantitative surveys are effective for measuring relationships among variables, but they cannot fully capture employees' perceptions and subjective experiences. Through in-depth interviews or focus group discussions, researchers may gain richer insights into the reasons and contexts underlying employees' perceptions of communication, compensation, and work stress (Creswell, 2018). This approach would also allow for a more nuanced analysis of interpersonal and emotional factors that may not be accessible through quantitative methods alone. By employing mixed methods, future studies can generate a more holistic understanding of the factors influencing employee satisfaction and commitment in MSMEs.

Second, because this study measures work stress only in general terms, future research could develop more specific stress measures by examining the particular stressors experienced by employees in MSME settings. These stressors may include time pressure, customer demands, or role ambiguity. Beehr and Newman (2018) emphasize that different stressors produce different effects on employee well-being (Beehr & Newman, 2018). Distinguishing among specific stressors would enable practitioners and managers to design more effective stress management strategies. It would also allow researchers to identify the most dominant stressors affecting job satisfaction and organizational commitment in grocery stores or similar MSME sectors.

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Third, because this study focuses only on grocery stores in Malang, future research should broaden the population by involving MSMEs from different sectors or regions. A more diverse population would increase the generalizability of future findings and enrich understanding of the dynamics of communication, compensation, and work stress. Cross-sectoral or cross-cultural studies may reveal patterns that remain hidden in more limited populations. Such comparative analyses would enrich the literature and offer more relevant practical guidance for different types of MSMEs.

Fourth, social support from coworkers or supervisors often plays an important role in reducing the negative effects of stress on job satisfaction and organizational commitment. Cooper and Marshall (2016) show that social support can serve as an effective source of emotional assistance, particularly in high-pressure work environments (Cooper & Marshall, 2016). Future studies are therefore encouraged to include social support as a moderating or mediating variable to assess whether it can strengthen the positive relationships between communication, compensation, and job satisfaction or commitment. This line of inquiry may generate new insights into how interpersonal relations and social support within MSMEs can improve employee well-being and provide a foundation for more collaborative management practices.

Fifth, this study employs a cross-sectional design, which provides a snapshot of relationships among variables at a single point in time but is limited in its ability to capture long-term changes. Future research should therefore consider longitudinal designs that allow researchers to track changes in job satisfaction, commitment, and stress over time. Longitudinal studies would be particularly valuable in identifying the long-term effects of work stress on satisfaction and commitment, as well as in determining whether the effects of communication and compensation remain stable or change over time. Such designs would strengthen the validity of the findings and provide deeper insights into the effectiveness of organizational interventions aimed at reducing stress and improving employee well-being.

Finally, beyond job satisfaction and organizational commitment, future studies may also consider including employee performance as a dependent variable, as performance is another important outcome of satisfaction and commitment. Meyer and Allen (2020) indicate that satisfied and committed employees tend to demonstrate higher performance (Meyer & Allen, 2020). Adding performance as a dependent variable would allow future research to explore whether communication, compensation, and stress management have direct effects on employee productivity and work outcomes. This would assist practitioners in developing policies that not only improve satisfaction and commitment but also enhance overall organizational productivity.

CONCLUSION

This study demonstrates that organizational communication and compensation exert positive and significant effects on both job satisfaction and organizational commitment. Open and effective communication enhances employee engagement and strengthens emotional attachment to the organization. Likewise, fair and adequate compensation fosters job satisfaction, which subsequently reinforces employee loyalty and commitment. These findings are consistent with organizational communication theory and Herzberg's two-factor theory, both of which emphasize the importance of communication and compensation in cultivating a supportive and productive work environment.

In addition, the study reveals that work stress has a negative and significant impact on job satisfaction and organizational commitment. Elevated stress levels reduce employees' sense of satisfaction and weaken their commitment to the organization, supporting work stress theory, which posits that excessive job demands and pressures undermine employee well-being and attachment. Furthermore, work stress functions as a moderating variable that attenuates the positive effects of organizational communication and compensation on job satisfaction and commitment. Under high-stress conditions, employees are less able to fully benefit from effective communication and fair compensation. Therefore, managing work stress is essential to sustain the positive outcomes of communication and compensation strategies, particularly in dynamic and resource-constrained environments such as MSMEs.

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