

THE EFFECT OF JOB INSECURITY, ORGANIZATIONAL CLIMATE, AND WORK STRESS ON WORK SATISFACTION IN TOURISM INDUSTRY

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Abstract

Human resources in tourist transport companies have a responsibility in providing the best service to achieve the company's profit target set. In achieving its objectives the company needs to pay attention to employee job satisfaction as a form of remuneration for the work that has been done. Several factors that can affect job satisfaction are job insecurity, organizational climate and work stress. The high job insecurity can reduce job satisfaction, including organizational climate can increase employee job satisfaction. The sample used is the Golden Bird Bali company, amounting to 67 respondents of the afternoon shift by sampling technique using saturated samples. This research uses analysis technique PLS (Partial Least Square). The research has shown that job insecurity has a negative effect on job satisfaction, job insecurity has positive effects on job stress, organizational climate which has positive effects on job satisfaction, organizational climate that negatively affects work stress, work stress that positively affects on job satisfaction, and work stress has a negative effect as mediating the influence of job insecurity on job satisfaction and work stress has negative effects as mediation of organizational climate influence on job satisfaction. The influence of this study indicates that job stress has no greater influence in determining job satisfaction and organizational climate. Companies need to create security in working towards employees as a company that is convenient.

Keywords: Job insecurity, organizational climate, job stress, job satisfaction, tourism, industry

INTRODUCTION

Tourism is a service sector industry with a growth rate that has increased every year. Tourism growth can drive the economy of a region that has tourism potential. In Indonesia, tourism potential has promising prospects with great opportunities to develop. The development of tourism in Indonesia, especially in Bali, has received public attention as a livelihood that promises income. The tourism industry in Bali is growing rapidly which can be seen from the level of foreign tourist arrivals from 2013 - 2017.

Based on data from the Central Bureau of Statistics of the Province of Bali in table 1.1 in 2013 to 2014 foreign tourist arrivals increased by 14.8% and in 2015 to 2017 showed an increase of 23.1%. The tourism industry in Bali has experienced a development that can be seen from the increase in tourist visits every year. The handling of the tourism industry involves multi-economic sectors as supporting facilities needed by tourists, such facilities as hotels, restaurants and tourist transportation.

Table 1. Arrival of Foreign Tourists to Bali in 2013 - 2017

Month	Year				
	2013	2014	2015	2016	2017
January	232,935	279,257	301,748	350,592	460,824
February	241,868	275,795	338,991	375,744	453,985
March	252,210	276,573	305,272	364,113	425,499
April	242,369	280,096	313,763	380,767	477,464
May	247,972	286,033	295,973	394,557	489,376
June	275,667	330,396	359,702	405,835	504,141
July	297,878	361,066	382,683	484,231	592,046
August	309,219	336,763	303,621	438,135	601,884
September	305,629	354,762	389,060	445,716	550,520
October	266,562	341,651	369,447	432,215	465,085
November	307,276	296,876	270,935	413,232	361,006
December	299,013	347,370	370,640	442,800	~
Annual	3,278,598	3,766,638	4,001,835	4,920,793	~

Source: *bps.go.id*

Increasing foreign tourist arrivals to Bali is a great opportunity for the tourism industry, especially tourism transportation companies. The number of tourist transportation registered in ASITA (*Association of the Indonesian Tours & Travel Agencies*) Bali members are 413 tourist transport

companies. This does not include available *travel freelance agents*. The need for tourist transportation that is needed by tourists is an opportunity for every company in running its business to provide the best services to tourists. Every company that runs its business always faces various pressures. Various pressures that come not only from external factors of the company, such as competition with similar companies but the pressure caused by internal factors of the company.

One of the company's internal factors as a company asset that can drive a company is human resources. Human resources are needed in the production process that can affect the efficiency and effectiveness of a company. This human resource asset applies to all business industries including the tourism industry. Drivers are human resource assets that can determine the success of tourism transport companies in achieving company goals.

Hasibuan (2014: 9) states that one that must be considered in the company to be able to walk in accordance with the objectives expected by management is an employee, because with the provision of support and good management, the employee will feel satisfaction in the work and the company will make things this is as feedback to achieve company goals. Drivers in tourist transport companies have the responsibility to provide the best service in order to achieve the company's profit targets that have been set.

Golden Bird Bali is one of the companies engaged in the field of tourism transportation located in the Jimbaran area. This tourist transportation is one of the biggest in Bali and has survived for 27 years. Golden Bird Bali provides comfort and convenience to own a car driven by a driver without having to worry about insurance, maintenance, car resale value or driver's salary and benefits. To find out the current situation, in this study observations were made and asked directly to 11 drivers of Golden Bird Bali who were working.

The results of interviews were 8 people out of the total drivers interviewed said uncertainty about salaries in the form of a commission that was obtained by the driver became one of the causes of their dissatisfaction at work. The commission has a level of 30%, 40% and 50%. If the daily income is Rp. 500,000 under 30% driver commission. Driver's income uncertainty is related to perceived job satisfaction. The new management leadership uses a new work system that can monitor all jobs according to the driver closing the driver's space. This condition is a *job insecurity* perceived by the driver at work. The remaining 3 drivers that the researchers interviewed responded to this matter not as a problem of job dissatisfaction but as a challenge to contribute more to the company which must be fulfilled.

The company allows the driver to be absent from 04.00 in the morning, but there is also a driver who is absent at 09.00 which shows the driver's lack of discipline for working hours. This lack of discipline is related to the organizational climate in the company. The driver

gives a response to the management if given a job that is not too controlled by the driver such as carrying Chinese passengers who use the language of the country. With the work system, the driver thinks there is no other job choice so the driver must follow the predetermined work system.

Job satisfaction describes an employee's feelings about their work (Belias *et al.*, 2013). Job satisfaction represents negative and positive feelings from employees' perceptions of the work they are facing, namely a feeling for achievement and success at work, high job satisfaction implies that employees feel happy and comfortable with the organization's environmental conditions and are rewarded with the work (Aziri, 2011). Job satisfaction is a pleasant emotional attitude and loves his job. This attitude is reflected by work morale, discipline, and work performance (Johartono and Retnaningtyas, 2013). Not all employees who work in companies have high job satisfaction. Competition in the tourism transport industry causes companies to do their work effectively and efficiently, Golden Bird Bali's company policy in determining the status of senior drivers will be *reviewed* for 3 months given *basic training* until *advanced training*, and the *dispatcher* selection system in determining which drivers take certain jobs and ensure the driver is able to meet customer demand.

In conditions like this the driver experiences stress as an adaptive response which is limited by individual differences and psychological processes so as to cause an unpleasant tense condition, because someone subjectively feels something is burdening him. Other conditions such as their working hours listed on the *job desk* at 9:00 but company guests requesting that they be served at 7:00 cause some employees lack comfort in the work environment so that job satisfaction is reduced. *Job insecurity* is a variable that can affect job satisfaction.

Job insecurity is a powerlessness to maintain the desired continuity in threatened working conditions (Suciati *et al.*, 2015). Kang *et al.*, (2012) considers *job insecurity* as an anxiety felt by employees at work where they are faced with unpleasant conditions. *Job insecurity* has a negative influence on performance when conditions of job satisfaction are low (Pangat, 2013). Employees will experience insecurity which increases due to instability of employment status and income levels that cannot be predicted (Hanafiah, 2014). Employee attitudes toward job satisfaction related to *job insecurity* are considered as the first phase before job loss and occur in the context of organizational change (Bosman *et al.*, 2005). The safer or the lesser feeling of being threatened, agitated and helpless felt by employees in the environment, the higher the level of job satisfaction (Wening, 2005).

Organizational climate is also an important variable that can affect job satisfaction. Organizational climate shows the perceptions, feelings and attitudes of

organizational members that reflect the norms, values, attitudes and culture of the organization (Castro and Martins, 2010). Jing *et al.*, (2011) stated that organizational climate has a relationship to job satisfaction. According to Lussier (2005: 486) said that the organizational climate is the employee's perception of the quality of the internal environment of the organization that is relatively felt by members of the organization which will then influence their subsequent behavior. Robbins and Judge (2013: 186) also state that organizational climate can influence job satisfaction positively and significantly. Chaur-luh (2014) in his research revealed that organizational climate has a significant influence on job satisfaction.

Jehangir *et al.* (2011) study found that there was a relationship between stress and satisfaction, when work stress increased, it would have an impact on job satisfaction. Nasurdin *et al.*, (2005) said stress can be generated from the increasing number of challenges faced such as the work environment, characteristics of increasingly high competition, not being able to make the most of time, uncontrolled factors, and insufficient space to work. Everyone feels stressed because of the inability of a person to prevent the emergence of threats that affect the aspects of work, lack of understanding of the work, the burden of information that is too heavy or because it follows the times (Sopiah, 2008: 87). While research by Fadhilah (2010) also shows that job stress affects employee job satisfaction.

A person's inability to control threats that arise in his work can cause work stress. Research by Cuyper *et al.*, (2008) states that *job insecurity* that has become a stressor that is often researched in modern work life and scientists have found empirical support for the relationship between work anxiety and employee reaction. According to Yashoglu *et al.*, (2013) said that job insecurity can be described as a combination of perceived threats to their work, and a feeling of helplessness to do something about this threat finds results that workers who have anxieties at work will experience stress due to anticipation about problems associated with future job losses. Otterbach *et al.*, (2014) states that the experience of job insecurity has a potential impact on loss of income that creates work stress.

Organizational factors can also affect the stress level of employees at work. Yulanda (2012) in his research revealed that organizational factors that discuss organizational climate have a negative effect and significant work stress formation. The causes of work stress include workloads that are felt to be too heavy, urgent work time, low quality of work supervision, and *an unhealthy organizational climate* (Mangkunegara, 2008: 157). In Comcare's research (2008: 11) found that organizational climate greatly influences the enthusiasm of individuals in dealing with the impact of work related to stress risk factors.

Job satisfaction can be caused by the inability of employees to face the threat of their work in a work environment that is less supportive can also cause work stress that has an

impact on the company's performance. Employee job satisfaction can occur in any company, including the tourist transportation industry where in this study the driver of Golden Bird Bali. The phenomenon of job satisfaction at Golden Bird Bali companies can have a negative impact that will interfere with the performance of Golden Bird Bali, because lack of satisfaction in work will cause work morale to decrease, productivity becomes lower which results in poor service provided.

So in this case, there needs to be action that can increase driver satisfaction. The absence of research that has been done regarding the effect of *job insecurity*, organizational climate and work stress towards direct satisfaction with Golden Bird Bali makes researchers want to do research so that it is expected to provide benefits for both literature and practice. Based on the background and formulation of the problems that have been described, the research objectives of this study are as follows:

1. To analyze the effect of *job insecurity* on the *job* satisfaction of drivers of the Golden Bird Bali company.
2. To analyze the effect of *job insecurity* on the work stress of drivers of the Golden Bird Bali company.
3. To analyze the influence of the organizational climate on the job satisfaction of drivers of the Golden Bird Bali company.
4. To analyze the influence of the organizational climate on the work stress of drivers of the Golden Bird Bali company.
5. To analyze the effect of work stress on the job satisfaction of drivers of the Golden Bird Bali company.
6. To analyze the mediating role of work stress on the effect of *job insecurity* on the *job* satisfaction of drivers of the Golden Bird Bali company.
7. To analyze the role of work stress mediation on the influence of the organizational climate on the job satisfaction of drivers of the Golden Bird Bali company.

LITERATURE REVIEW

Job satisfaction

Job satisfaction is a positive attitude towards work in someone. Richard *et al.*, (2012) asserted that job satisfaction is related to one's feelings or attitudes about the work itself, salary, promotion or education opportunities, supervision, co-workers, workload and others. In this case, what is meant by these attitudes are all things related to the work such as supervision of *supervision*, salary, working conditions, experience with skills, fair and non-detrimental work

assessment, good social relations in work, prompt resolution of complaints and good treatment from the leadership of employees.

Job Insecurity

Job security is defined as employees' expectations for the continuity of their work. Job insecurity is a powerlessness to maintain the desired continuity in threatened working conditions (Suciati et al., 2015). According to Chirumbolo and Hellgren (2003: 217-240), which distinguishes two forms of *job insecurity*, namely quantitative job insecurity, which is worrying about losing the job itself, and feeling worried about losing your job. While objective job insecurity refers to the feeling of potential loss in the quality of the organization's position, such as deteriorating work conditions, lack of career opportunities, decreased salary and development.

Organizational Climate

Keith Davis (2010) defines that the organizational climate as "*the human environment whitens the organization's employees do their work*". This definition is a work atmosphere that is felt by employees based on interactions that relate to other employees in their work environment. Wirawan (2007: 122) suggests a number of terms to describe the behavior in relation to setting or *setting* where emergent behavior in the environment, milieu, culture, the atmosphere, the situation, setting field, behavior *setting* and conditions.

Job stress

Every employee has stress related to their work. According to Pace and Faules (1998) stress is physical, mental or emotional suffering caused by the interpretation of an event as a threat to an individual's personal agenda. Robbins and Judge (2008: 340) say stress is a dynamic condition in which an individual is confronted with an opportunity, obstacle, or demand that is associated with what is highly desirable and the results are perceived as uncertain and important.

Expectation Theory (expectancy theory)

Expectancy theory is proposed by Vroom (1964) who says that a person's motivation for an action depends on how much hope is. These actions get certain results and depend on the person's actions. The theory of hope argues that employees determine in advance the behavior that will be carried out and the value obtained from the behavior.

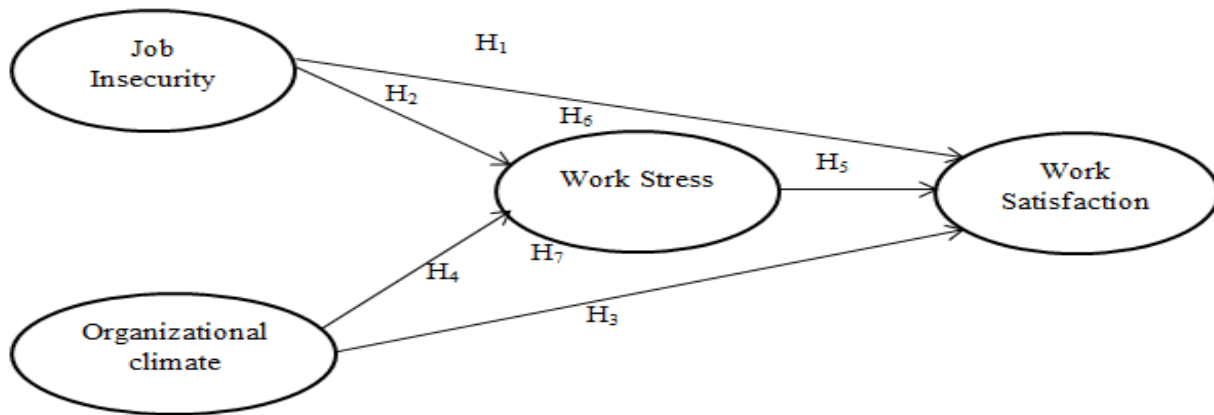


Figure 1. Conceptual Framework

Research Hypotheses

H1: *Job insecurity* has a negative effect on job satisfaction

H2: *Job insecurity* has a positive effect on work stress

H3: Organizational climate has a positive effect on job satisfaction.

H4: Organizational climate negatively affects work stress.

H5: Job stress negatively affects job satisfaction.

H6: Job stress mediates the effect of *job insecurity* on *job* satisfaction.

H7: Job stress mediates the influence of organizational climate on job satisfaction.

RESEARCH METHOD

This research will use a quantitative research approach and causality (causal), where this approach aims to find out how a variable affects other variables. Data collection techniques in this study through interviews and questionnaire tools, where respondents choose one of the answers provided. This data collection itself aims to find out how the influence of *job insecurity* and organizational climate on driver job satisfaction is mediated by work stress. The variables used in this study are *job insecurity* and work climate as exogenous variables, driver job satisfaction as endogenous and work stress as mediating variables.

This study uses descriptive analysis and inferential statistical analysis. Descriptive statistical analysis is a statistic that serves to describe or give an overview of the object under study through sample data or population as it is, without analyzing and making conclusions that apply to the public. Descriptive statistics used are frequency tables that describe the distribution of respondents' answers for each indicator and the average score obtained. Inferential statistics is an analysis carried out to test the research hypothesis that has been proposed. This analysis is used to examine the relationship between variables used in the hypothesis. The analysis

technique used is *Structural Equation Modeling* (SEM) with Partial Least Square (PLS) approach. PLS is a *powerful* analytical method / because it can be applied to all scales of the data, does not require a lot of assumptions and should not be large sample size (Jaya and Sumertajaya, 2008).

The data used in this study are quantitative and qualitative data. Quantitative data is data in the form of numbers or numbers. In this study quantitative data obtained such as data on the number of Golden Bird Bali drivers and data from the total score of each variable. Qualitative data is information data in the form of verbal sentences. The qualitative data in this study are company profiles, general description of the company and the results of preliminary research conducted through interviews with Golden Bird Bali drivers. The data used in this study are sourced from primary sources and secondary sources. Primary sources are sources obtained directly from the original source. The primary data in this study came from the Golden Bird Bali driver who was the respondent of this study by interviewing and filling out a questionnaire to find out about their perceptions regarding the variables studied. Secondary sources are sources that are obtained indirectly through intermediaries. This data is retrieved and collected in connection with research such as number of employees, organizational structure and Golden Bird Bali's driver driver *job desk*.

The population used in this study is the Golden Bird Bali driver. The number of the driver of the company's 200 drivers are divided into three (3) *shifts*. Each *shift* has different *traffic* and amounts. The sampling method in this study uses census / saturation method. Census method is a data collection technique using the entire population (Sugiyono, 2014: 240). Population selection in this study was on the afternoon *shift* because there were more drivers in the afternoon *shift* as well as heavy work *traffic* so the study sample used 67 day *shift* drivers.

This study uses a questionnaire as an instrument of research, it is necessary to test the validity and reliability so that the questionnaire is feasible to be used as a data source. The measurement scale used is a *Likert* Scale of 1 to 5, at where value 1 indicates the size of the strongly disagree (STS) statement, value 2 indicates the size of the disagree (TS) statement, value 3 shows the size of the neutral statement (N), value 4 shows the agree (S) statement and value 5 shows the statement strongly agree (SS)

Variable Operational Definition

Job satisfaction

Job satisfaction (Y) is an emotional feeling that an employee feels for what he does. The job satisfaction indicators are compiled from the research conducted by Hasibuan (2014) and Colquitt *et al.*,(2013) which will be used in this study including:

1. The work itself (Y1)
2. Salary (Y2)
3. Promotion (Y3)
4. Supervision (Y4)
5. Co-worker (Y5)

Job stress

Job stress (M) is an adjustment response that can cause physical, and psychological imbalance in employees who have too much work, and an understanding of their work. The work stress indicators are compiled from research conducted by Robbin and Judge (2008); Handoko (2001) and Yozgart *et al.*, (2013) will be used in this study including:

1. Interpersonal demands . (M1)
2. Organizational structure (M2)
3. Ambiguity of the role of karyawan (M3)
4. Workload (M4)
5. Organizational Leadership (M5)

Job Insecurity

Job insecurity (X1) is a feeling of insecurity that is felt differently by each individual in a company caused by the existence of a threat to the continuity of his job, where this sense of insecurity will lead to worse things, even cause a decrease in quality employee, performance is not optimal and job satisfaction is reduced. The *job insecurity* indicator is compiled from research conducted by Adkins *et al.*, (2001); Grennhalgh and Rosenblatt (1984) will be used in this study including:

1. Importance of work (X1.1)
2. The significance of work events (X1.2)
3. Possible negative changes in work factors (X1.3)
4. The level of threat that is likely to occur affects the overall work of the individual (X1. 4)
5. Powerlessness (X1.5)

Organizational Climate

Organizational climate (X2) is the work atmosphere that employees feel about the quality of the internal environment of the organization that can affect the attitudes and performance of members of the organization. The organizational climate indicator is compiled from research conducted by Litwin and Stringer (1968); Lila (2002); and Lussier (2005) will be used in this study including:

1. Support (X2.1)

2. Structure (X2.2)
3. Relationship (X2.3)
4. Standard (X2.4)

Instrument Validity and Reliability Test

Table 2. Instrument Validity Test Results

Variable	Question Item	Correlation	Correlation
		coefficient (r count)	
Job Insecurity (X1)	The importance of work (X1.1)	0.366	Valid
	The significance of work events (X1.2)	0,873	Valid
	Possible negative changes in work factors (X1.3)	0,600	Valid
	The level of threat that is likely to occur affects the overall work of the individual (X1.4)	0.928	Valid
	Powerlessness (X1.5)	0.673	Valid
Organizational Climate (X2)	Support (X2.1)	0.914	Valid
	Structure (X2.2)	0.908	Valid
	Relationship (X2.3)	0.899	Valid
	Standard (X2.4)	0.929	Valid
Job Stress (M)	Interpersonal Claims (M1)	0.983	Valid
	Organizational Structure (M2)	0.937	Valid
	Role Ambiguity (M3)	0.973	Valid
	Workload (M4)	0.958	Valid
	Organizational Leadership (M5)	0.971	Valid
Job Satisfaction (Y)	The job itself (Y1)	0.643	Valid
	Salary (Y2)	0.419	Valid
	Promotion (Y3)	0.669	Valid
	Supervision (Y4)	0.811	Valid
	Co-worker (Y5)	0.712	Valid

It can be concluded that the results of the validity test that has been carried out using the questionnaire in this study can be said to be valid, where the value of each indicator is correlated. Test the reliability level using *Croanbach's efficient alpha* which indicates how far the

items in the study positively correlate with each other. Reliability refers to the value of *croanbach's alpha* with a cut-off of 600.60. (Hair *et al.* , 2010).

Table 3. Reliability Test Results

No.	Variable	<i>Cronbach Alpha</i>	Information
1	Job Satisfaction (Y)	0.672	Reliable
2	Job Stress (M)	0.964	Reliable
3	<i>Job Insecurity (X 1)</i>	0.749	Reliable
4	Organizational Climate (X2)	0.908	Reliable

The test results in table 3 show that the entire study has a *Cronbach Alpha* correlation coefficient greater than 0.60 so that all variables are said to be reliable, then the instrument can be continued.

ANALYSIS AND RESULTS

Characteristics of Respondents

Characteristics of the research respondents were described by presenting their characteristics based on demographic variables namely the name, gender and age of the driver in Golden Bird Bali. In detail the characteristics of the reservoirs are presented in Table 4 .

The summary in Table 4 shows that the questionnaire distributed to respondents was dominated by 65 men compared to only 2 women, this meant that the profession as a taxi driver at Golden Bird Bali was more attractive to men than women. Based on age, 34 people over mature age of more than 40 years dominated the young age of 20 to 25 years who only 3 people. Respondents with married status as many as 59 people dominate the unmarried status of 8 people, this means that this work is more attractive to someone who is married.

Table 4. Characteristics of Respondents

No.	Variable	Classification	No.	Percentage
1	Gender	Man	65	97%
		Woman	2	3%
			67	100%
2	Age	20-25 (years)	3	4.48%
		26-30 (years)	7	10.45%
		30-35 (years)	6	8.96%

		35-40 (years)	17	25.37%
		> 40 (years)	34	50.75%
			67	100%
3	Status	Married	59	88%
		Single	8	12%
			67	100%

Table 4...

Description of Research Variables

Data collected through questionnaires consist of statements made based on each variable, namely job insecurity, organizational climate, job stress and job satisfaction variables. Description analysis is done to determine the characteristics and responses of respondents to each statement.

Table 5. Score Interpretation Criteria

No.	Score Value	Assessment Category	
		<i>Job Insecurity , Job Satisfaction and Job Stress</i>	<i>Organizational Climate</i>
1	1.00 - 1.80	Very low	Very bad
2.	> 1,80 - 2,60	Low	Bad
3.	> 2.60 - 3.40	Enough	Enough
4	> 3,40 - 4,20	High	Good
5.	> 4,20 - 5,00	Very high	Very good

Source: Umar (2005)

Job satisfaction

Based on the distribution of respondents' answers in Table 6 it can be seen that the variable job satisfaction offered is considered good by respondents with an overall average value of 3.80. The highest average value is shown in the indicator the job itself with a value of 4.04, this indicates if the respondent assesses the facilities provided are in accordance with the work of the company. Indicator coworkers are in second place with a mean value of 3,96, this shows that coworkers can cooperate in assisting the work that is given by the Golden Bird Bali. Indicators monitoring in third place with indigo i mean of 3,79, this shows that supervision is provided by Golden Bird Bali is considered appropriate in motivating respondents. The salary indicator has a mean value of 3,65 indicating that the respondent considers the salary given is appropriate. And indicator the promotion is at number five with a mean value of 3.56, this

indicates that the promotion offered by Golden Bird Bali is considered good for the respondents' interest.

Table 6. Description of Respondents' Answers to Job Satisfaction

No.	Job Satisfaction Variables	Answer Frequency					Average	Information
		Respondents						
		1	2	3	4	5		
	The job itself (Y1)							
	I feel satisfied because I can master work given	1	2	5	45	14	4.03	Good
1	The company provides facilities according to my needs at work	1	1	5	48	12	4.03	Good
	I am very happy with the work I'm working on	1	1	9	38	18	4.06	Good
	The job itself (Y1)						4.04	Good
	Salary (Y2)							
	I received a decent salary	1	5	12	42	7	3.73	Good
2	I received a fair salary	2	7	12	42	4	3.58	Good
	I like working in this company because get the opportunity to increase career / rank	1	6	17	35	8	3.64	Good
	Salary (Y2)						3.65	Good
	Promotion (Y3)							
	I was given a promotion on the basis proficiency in work	2	1	29	29	6	3.54	Good
3	Job promotions are held only according to corporate plan	2	3	26	33	3	3.48	Good
	I was given the opportunity to compete as broadly as possible with other drivers	4	3	17	30	13	3.67	Good
	Promotion (Y3)						3.56	Good
	Supervision (Y4)							
	The supervision carried out by the company motivates	0	5	12	42	8	3.79	Good
4	The supervision that is currently carried out is influential to work effectively	1	2	11	43	10	3.88	Good

No.	Job Satisfaction Variables	Answer Frequency					Average	Information
		Respondents					Flat	
		1	2	3	4	5		
	Ladies and gentlemen are happy with the supervision done so far	2	3	17	36	9	3.70	Good
	Supervision (Y4)						3.79	Good
	Co-worker (Y5)							
	Colleagues really appreciate the work I do	-	3	11	44	9	3.88	Good
5	Co-workers are easy to work with so that ease in completing tasks	-	1	12	44	10	3.94	Good
	Familiarity with coworkers is very helpful	-	2	11	36	18	4.05	Good
	I finished the job							
	Co-worker (Y5)						3.96	Good
	Total Average Value						3.80	Good

Job Insecurity

Based on the distribution of respondents' answers in Table 7 it can be seen that the *job insecurity* variable is considered sufficient by the respondent with an overall average value of 3.08 where the highest average response of respondents is indicated on the indicator of significance to the job with a mean value of 3.56 followed by an indicator of possible negative changes in the employment factor with a mean value of 3.17, indicator the importance of work events with a mean value of 3.11, then the indicator of the level of threat that is likely to occur affects the work of individuals with a mean value of 3.01 and the indicator of helplessness is at number five with a mean value of 2.76 . Indicator the importance of the work has the highest mean value (3 , 56), this indicates that respondents rated the work given by Golden Bird Bali to require direction so that work targets could be achieved . Furthermore, an indicator of possible negative changes in employment factors with a mean value of 3 , 17 indicates that respondents are quite worried about losing their jobs at Golden Bird Bali.

Then the indicator of the significance of the work event gets a mean value of 3 , 11 shows that the respondents have enough togetherness in their work. Indicators of the level of threat that might occur affect the overall individual work has a mean value of 3 , 01 indicating that respondents were quite worried about the workload added by the company and the reduction in job satisfaction affecting individuals and indicators of helplessness had a mean of 2.76 indicating that the respondents were quite powerful in facing Golden regulations Bird Bali.

Table 7. Description of Respondents' Answers to *Job Insecurity*

No.	Job Insecurity Variables	Answer Frequency					Average	Information
		Respondents					Flat	
		1	2	3	4	5		
The importance of work (X1.1)								
1	I consider salary to be a benchmark for success I am at work	1	9	11	41	5	3.60	High
	I consider promotion as a measure of success I am at work	2	6	14	40	5	3.60	High
	I consider the supervisor as a determinant in achieving work targets	1	6	22	36	2	3.48	High
The importance of work (X1.1)							3.56	High
The significance of work events (X1.2)								
2	I am worried about losing my job	8	16	28	13	2	2.78	Enough
	I consider my work very Prestigious	3	17	31	14	2	2.93	Enough
	I have a sense of togetherness in work with my coworkers		8	22	24	13	3.63	High
The significance of work events (X1.2)							3.11	Enough
Possibility of negative changes in employment factors (X1.3)								
3	I feel threatened to be stopped by the company	3	23	25	14	2	2.84	Enough
	I am worried about being fired if I am violate company regulations	3	6	15	38	5	3.54	Enough
	I am worried about losing my job originating from the company's internal environment	4	10	29	21	3	3.13	Enough
Possibility of negative changes in employment factors (X1.3)							3.17	Enough
The level of threat that is likely to occur affects the overall work of the individual (X1.4)								
4	I am worried about the possibility of this happening increased workload		21	22	21	3	3.09	Enough
	I feel threatened with possibility	2	21	20	20	4	3.04	Enough

No.	Job Insecurity Variables	Answer Frequency					Average	Information
		Respondents					Flat	
		1	2	3	4	5		
	reduction in job satisfaction							
	I feel threatened to be transferred to work others with the same level	3	21	26	14	3	2.90	Enough
	The level of threat that is likely to occur affects individual work (X1.4)						3.01	Enough
	Powerlessness (X1.5)							
	I am empowered in facing the situation existing in the work environment	5	26	18	13	5	2.81	Enough
5	I am empowered to maintain Work	5	27	20	12	3	2.72	Enough
	I am empowered by company regulations defined in the organization	6	23	22	14	2	2.75	Enough
	Powerlessness (X1.5)						2.76	Enough
	Total Average Value						3.08	Enough

Organizational Climate

Based on the distribution of respondents' answers in Table 8 it can be seen that the organizational climate variable is considered good by the respondent with the overall average value of 4, 06 where the highest average respondent is shown in the support indicator with a value of 4.11 then followed by the relationship indicator with a mean value of 4.09, indicator structure with a mean value of 4.04 and the standard indicator is at number four with a mean value of 4.02. Indicator support has the highest average score (4 , 11), this shows that respondents considered the support of Golden Bird Bali management was the main choice of respondents in choosing an organization to work. Furthermore, the relationship indicator has a mean value of 4.09, this indicates a good relationship in the Golden Bird Bali company will improve the performance of respondents.

Table 8. Description of Respondents' Answers to Organizational Climate

No.	Organizational Climate Variables	Answer Frequency					Average	Information
		Respondents						
		1	2	3	4	5		
Support (X2.1)								
1	The harmony of the work environment supports	\	\	5	46	16	4,16	Good
	I am improving performance							
	The level of coordination between drivers bind up with good	\	\	6	51	10	4.06	Good
	I feel comfortable working at Company	\	\	12	36	19	4,10	Good
Support (X2.1)						4,11	Good	
Structure (X2.2)								
2	Every driver is well organized	\	2	12	36	17	4.02	Good
	The company has a clear definition regarding the role of the driver	\	3	8	38	18	4.06	Good
	The company has a clear definition regarding the responsibility of the driver	\	1	8	44	14	4.03	Good
Structure (X2.2)						4.04	Good	
Relationship (X2.3)								
3	Relationships between co-workers are intertwined with good, so as to improve performance	\	\	12	37	18	4.09	Good
Relationship (X2.3)						4.09	Good	
Standard (X2.4)								
4	I work according to the assignment	1	\	8	42	16	4.08	Good
	The division of tasks at work is very clear making it easier to work	2	\	8	45	12	3.97	Good
Standard (X2.4)						4.02	Good	
Total Average Value						4.06	Good	

The structure is in the third place with a mean value of 4,04, this indicates that the respondents knew the job responsibilities of the Golden Bird Bali company and the standard indicator had a mean of 4.02 indicating the division of tasks that clearly made it easier for respondents to work.

Job Stress

Based on the distribution of respondents' answers in Table 9 it can be seen that the job stress variable is considered low by the respondent with an overall average value of 2.58 where the highest average respondent is shown in the organizational structure indicator with a value of 2.71 then followed by the load indicator work with an average value of 2.66 , an indicator of role ambiguity with a mean value of 2.59, then the organizational leadership indicator has a mean value of 2.55 and an indicator of interpersonal demand is in the fifth rank with an average value of 2.49. Indicator the organizational structure has the highest average value (2 , 71), this shows that respondents considered the regulations applied by Golden Bird Bali were quite difficult for respondents to work.

Table 9. Description of Respondents' Answers to Job Stress

No.	Job Stress Variables	Answer Frequency Respondents					Average Flat	Information
		1	2	3	4	5		
1	Interpersonal Claims (M1)							
	My relationship with co-workers is established Well	13	30	11	13		2.36	Low
	I get social support from colleagues Work	9	36	7	14	1	2.43	Low
	I got pressure from other employees at work	12	33	12	8	2	2,33	Low
	Communication is well established between one driver with another driver	7	37	10	11	2	2.46	Low
	My needs are met in this company	10	31	13	9	4	2.49	Low
	Interpersonal Claims (M1)						2.42	Low
2	Organizational Structure (M2)							
	Regulations in the company make it difficult for me in work	12	26	13	13	3	2.54	Low
	The driver's opinion is heard deeply decision-making	6	20	21	14	6	2.91	Enough
	Regulations applied in the company can be followed by the driver	8	28	14	12	5	2.67	Low
	Organizational Structure (M2)						2.71	Enough
3	Role Ambiguity (M3)							

No.	Job Stress Variables	Answer Frequency Respondents					Average Flat	Information
		1	2	3	4	5		
	Job target tasks that I have to run unclear	10	34	9	11	3	2.45	Low
	I know the expected performance company from me	6	35	9	15	2	2.58	Low
	I understand the contribution of work towards achieving company targets overall	4	32	15	10	6	2.73	Enough
Role Ambiguity (M3)							2.59	Low
Workload (M4)								
4	I often find work boring	8	24	18	12	5	2.73	Enough
	I feel my ability is used well	8	33	7	17	2	2.58	Low
Workload (M4)							2.66	Enough
Organizational Leadership (M5)								
	As a leader, my boss is in the company exert excessive pressure	12	26	17	10	2	2.46	Low
5	My boss is leading his organization create anxiety for his subordinates	11	26	10	17	3	2.63	Enough
	My supervisor is supervising excessively	9	28	17	10	3	2.55	Low
Organizational Leadership (M5)							2.55	Low
Total Average Value							2.58	Low

Furthermore, the workload indicator has an average value of 2.66, this shows that the respondents have no difficulty in applying their ability to work. The role ambiguity has a mean value of 2,59, this indicates that the respondent has a clear enough role in working with Golden Bird Bali. Furthermore, organizational leadership has a mean value of 2,55 indicating that respondents assess the pressure and supervision of Golden Bird Bali does not cause anxiety in work. Indicators of interpersonal demands are in fifth place with a mean value of 2,49 indicates the respondent has good communication and relationships, so that needs can be met.

Results of PLS Estimation: Evaluation of Measurement Models or *Outer Models*

Convergent Validity

Following are the results of *convergent validity* testing of *job insecurity* indicators, organizational climate, work stress and job satisfaction which are presented in Table 10.

Table 10. *Outer Loading* Research Indicator

	Original Sample (O)	T Statistics (O / STDEV)
M1 <- Work Stress (M)	0.919	35,767
M2 <- Job Stress (M)	0.929	47,824
M3 <- Work Stress (M)	0.957	83,572
M4 <- Work Stress (M)	0.926	40,855
M5 <- Work Stress (M)	0.949	69,661
X1.2 <- Job Insecurity (X1)	0.707	3,056
X1.4 <- Job Insecurity (X1)	0.701	2,711
X1.5 <- Job Insecurity (X1)	0.923	12,838
X2.1 <- Organizational Climate (X2)	0.850	17,727
X2.2 <- Organizational Climate (X2)	0.852	16,685
X2.3 <- Organizational Climate (X2)	0.790	12,711
X2.4 <- Organizational Climate (X2)	0.837	17,588
Y1 <- Job Satisfaction (Y)	0,781	4,999
Y2 <- Job Satisfaction (Y)	0.713	4,213
Y3 <- Job Satisfaction (Y)	0.747	4,616
Y4 <- Job Satisfaction (Y)	0.744	7,256

Based on Table 5.8, it shows that the results of the revised model of *job insecurity*, organizational climate, work stress and job satisfaction indicators have an *outer loading* value of more than 0.5. Indicator role ambiguity is the strongest measure of the work stress variable because it has the highest *outer loading* value with a value of 0.9 57 . Because the entire indicator already memili k i value of *outer loading* more than 0.5 it can be concluded that all three indicators is an indicator that is valid for measuring the variables of job satisfaction .

Discriminant Validity

Evaluation of measurement models based on *cross loading* is used to assess whether the construct has good *discriminant validity*. *Discriminant validity* is considered valid if it has *cross loading*, each indicator in the relevant variable has the biggest value compared to *cross*

loading other latent variables. The results of *cross loading* from the three variables are presented in Table 11.

Table 11. *Cross Loading Value*

	Organizational Climate (X2)	Job Insecurity (X1)	Job Satisfaction (Y)	Job Stress (M)
M1	-0,466	0.534	-0,134	0.919
M2	-0,538	0.498	-0,371	0.929
M3	-0,512	0.574	-0,298	0.957
M4	-0,477	0.474	-0,278	0.926
M5	-0,544	0.547	-0,303	0.949
X1.2	-0,119	0.707	-0.106	0.191
X1.4	-0,158	0.701	-0,053	0.191
X1.5	-0,362	0.923	-0,291	0.639
X2.1	0.850	-0,307	0.451	-0,482
X2.2	0.852	-0,230	0.481	-0,394
X2.3	0.790	-0,329	0.311	-0,517
X2.4	0.837	-0,236	0.429	-0,419
Y1	0.390	-0,283	0,781	-0,232
Y2	0.239	0.070	0.713	-0,140
Y3	0.302	-0,157	0.747	-0,078
Y4	0.477	-0,242	0.744	-0,352

Based on Table 11 it can be seen that the *cross loading* were obtained each latent variable is higher than the latent variables other so that it can be said that the latent variables have met *dicriminant validity*, it can be seen that the correlation construct of job satisfaction (Y) with the indicator was higher than the correlation with *job insecurity* indicators (X 1), organizational climate (X2) and job stress (M).

Job insecurity (X 1) construct correlation with the indicator is higher than the correlation with job satisfaction indicators (Y), organizational climate (X2) and work stress (M). Correlation of organizational climate (X2) with the indicator is higher than the correlation with indicators of job satisfaction (Y), *job insecurity* (X 1) and work stress (M). *Job stress* correlation (M) with the indicator is higher than the correlation with *job insecurity* (X 1) indicator, organizational climate (X2) and job satisfaction (Y).

Composite Reliability

The construct reliability of the *measurement model* with reflective indicators can be measured by looking at the *composite reliability* value and reinforced by the value of *cronbach's alpha*. *Cronbach's alpha* is good if it has a value of 70 0.70 (Wiyono, 2011: 403). The following are the results of the instrument reliability studies presented in Table 12.

Table 12. Revised *Composite Reliability Model*

No.	Variable	Composite Reliability	Cronbachs Alpha	Information
1	Organizational Climate (X2)	0.900	0.852	Reliable
2	Job Insecurity (X1)	0.824	0.784	Reliable
3	Job Satisfaction (Y)	0.834	0.750	Reliable
4	Job Stress (M)	0.973	0.965	Reliable

Based on Table 12 shows that, the value of *composite reliability* and the value of *cronbachs alpha* for all constructs have a value of more than 0.7. Thus in the research model, each research construct meets good reliability.

Results of PLS Estimation: Structure Model Evaluation or *Inner Model*

Inner model testing or structural model is done to see the relationship between constructs, significance values and *R-square* of the research model. The results of testing the *inner model* can be seen in Figure 2.

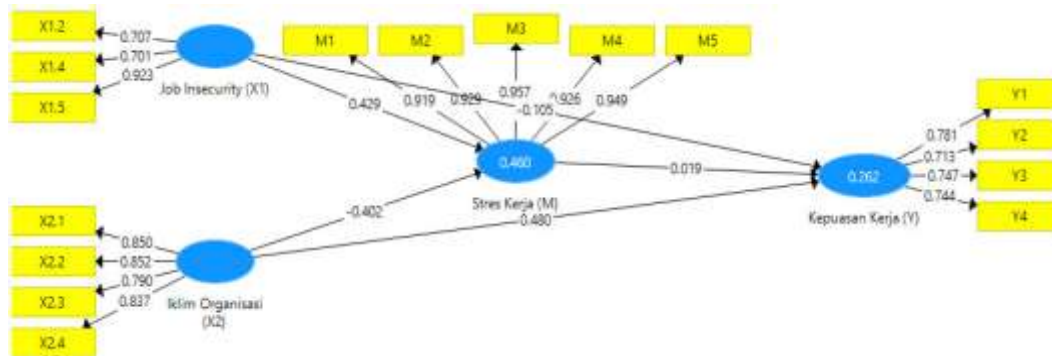


Figure 2. Structural Model

The structural model was evaluated by using the *R-square* for the dependent construct and *t* test and the significance of the structural path parameter coefficient.

Table 13. *R-square*

Construct	R-square
Job Satisfaction (Y)	0.262
Job Stress (M)	0.460

In table 13 it can be seen if the *R-square value of the variable job satisfaction* is 0, 262. It can be interpreted that 26.2 % construct variability of job satisfaction is explained by job insecurity, organizational climate and job stress variables, while 73.8 % of job satisfaction variables are explained by variables outside the model. Likewise with work stress variables, 46 % of the variability is explained by job insecurity and organizational climate. In addition to using the *R-square, goodness of fit*, the model is also measured using *Q-Square predicate relevance* for structural models, measuring how well the observations are produced by the model and also the parameter estimates. The *Q-Square value > 0* indicates the model has *predicate relevance*, on the contrary if the *Q-Square value ≤ 0* indicates the model does not have *predicate relevance*. It can be calculated the value of *relevance predicates (Q²)*, namely:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R1^2) (1 - R2^2) \\
 &= 1 - (1 - 0,262) (1 - 0,460) \\
 &= 1 - (0,738) (0,540) \\
 &= 1 - 0,399 \\
 &= 0,601
 \end{aligned}$$

The result of this calculation indicates that the value is greater than 0 (0.601), so that it can be interpreted that the model is good because the relevant predictive value, which amounted to 60, 1%. This shows the variation in job satisfaction variables can be explained by the variables used, namely the variable *job insecurity*, organizational climate and work stress, while the remaining 39, 9% is explained by other variables that have not entered the model.

Table 14. Direct Influence of Variables

Variable	Direct Influence	
	Coefficient	T statistics (O / STDEV)
Organizational Climate (X2) -> Job Satisfaction (Y)	0.480	4,173
Organizational Climate (X2) -> Job Stress (M)	-0,402	3,715
Job Insecurity (X1) -> Job Satisfaction (Y)	-0.105	0.708
Job Insecurity (X1) -> Job Stress (M)	0.429	4,092
Job Stress (M) -> Job Satisfaction (Y)	0.019	0.134

Table 15. Indirect Influence and Effect of Total Variables and VAF Calculations

Variable	Indirect influence	
	Coefficient	T statistics (O / STDEV)
Organizational Climate (X2) -> Job Satisfaction (Y)	-0.008	0.129
Job Insecurity (X1) -> Job Satisfaction (Y)	0.008	0.124
Variable	Total Influence	
Organizational Climate (X2) -> Job Satisfaction (Y)	0.472	5,397
Organizational Climate (X2) -> Job Stress (M)	-0,402	3,715
Job Insecurity (X1) -> Job Satisfaction (Y)	-0,097	0.764
Job Insecurity (X1) -> Job Stress (M)	0.429	4,092
Job Stress (M) -> Job Satisfaction (Y)	0.019	0.134
VAF -> Indirect Influence / Total Influence (-0.008 / 0.472)	-0,017	
VAF -> Indirect Influence / Total Effect (0.008 / -097)	-0,082	

From the results of calculations in Table 15 means that the role of occupational stress as pemediasi have VAF value of -0.017 (-1 , 7 %). These results indicate that job stress variables do not have a role as mediators between organizational climate variables and job satisfaction. This shows that the greater the support, organizational structure, standards and relationships that exist within the company, the employee does not feel work stress as a reinforcement of work satisfaction in the company, so the hypothesis that job stress acts as mediating the relationship between organizational climate and job satisfaction is not proven . Furthermore, VAF value of -0.082 (-8 , 2 %). These results indicate that job stress variables do not have a role as mediators between *job insecurity* and *job satisfaction* variables. These results indicate the higher level of threat and helplessness of employees does not increase work stress as a reinforcement of job satisfaction, so the hypothesis which states that job stress acts as a mediator of the relationship between *job insecurity* and *job satisfaction* is not proven.

DISCUSSION OF RESULTS

Effect of *Job Insecurity* Against Job Satisfaction

Based on the data obtained at Table 14 shows that the effects of *job insecurity* on job satisfaction is not significant with path coefficients *job insecurity* on job satisfaction at - 0 , 105 d an value of *t-statistics* at 0.708. From the results of this study it is not proven if the *job insecurity* of Golden Bird Bali employees affect job satisfaction because based on the

respondent's answer description, all indicators have a high enough value where the indicator of significance to the work has a mean value of 3.56, the significance of work events has a mean value of 3.11, the possibility of a negative change in employment factors has a mean value of 3.17, an indicator of the level of threat that is likely to affect the overall work of individuals has a mean value of 3.01, and an indicator of helplessness has an average value of 2.78 . Therefore, the job satisfaction of Golden Bird Bali is high, where it can be seen from the work indicator itself has a mean value of 4.04, a salary indicator with a mean value of 3, 65, then a promotion indicator with a mean value of 3, 56, then a supervisory indicator with a mean value of 3.79, and a colleague's indicator with a mean value of 3.95.

The helplessness of Golden Bird Bali's company policy in determining the status of senior drivers will be *reviewed* for 3 months given *basic training* to advanced *training*, and the *dispatcher* selection system in determining drivers who take certain jobs and ensure drivers are able to meet customer demands can pose a threat to their work if the driver is unable to meet the company's request. The driver also gives a response to the management if given a job that is not too controlled by the driver such as carrying Chinese passengers who use the language of the country. Other conditions such as their working hours listed on the *job desk* at 9:00 but company guests requested that they be served at 7:00. The higher the job insecurity of the driver indirectly decreases satisfaction with the work done in the company.

Zheng *et al.*, (2014) also conducted a similar study whose results stated that there was a negative influence from job insecurity with job satisfaction. Sora *et al.*, (2010) added that employees who feel high job insecurity will have low job satisfaction. Silla *et al.* (2010) research found that job insecurity has a negative influence on job satisfaction. Wening (2005) in the study of selected survivor companies found that job insecurity has a non-significant relationship to job satisfaction.

Effect of Job Insecurity Against Job Stress

Based on the data presented in Table 14 it is known that the path coefficient of the effect of job insecurity on job stress has a value of 0 , 429 with a t-statistics value of 4.092 . Path coefficients indicate that job insecurity has a positive effect on work stress. This means that the higher the *job insecurity* owned by a company, the higher the job stress of a company. From the results of this study is not proven if the *job insecurity* of Golden Bird Bali is quite high because based on the description of the respondent's answer, all indicators have a high enough value where all indicators have a high enough value where the indicator of significance to the job has a mean value of 3.56, the importance of work events has an average value of 3.11 , the possibility of a negative change in employment factors has a mean value of 3.17, a threat level indicator that is

likely to occur affects the overall individual work has a mean value of 3.01, and the indicator of helplessness has a mean value of 2.78. Therefore, the work stress of Golden Bird Bali is sufficient where it can be seen from the indicators of interpersonal demands having an average value of 2.42, an indicator of organizational structure with a mean value of 2,71, then an indicator of role ambiguity with a mean score of 2,59, then workload indicator with a mean value of 2.66, and an organizational leadership indicator with a mean value of 2.55.

These findings indicate that the *job insecurity* of Golden Bird Bali is quite high so the company must offer good work comfort so that employees feel safe with work in the company. From the results of the study it can be seen that when the importance of work is high, the importance of work events is high enough, the possibility of negative changes in employment factors and the helplessness of employees towards their work is high, the stress of the work will increase.

The results of this study are in line with the research conducted by Minanti (2015), in her research finding *job insecurity* is positively related to job stress. The feeling of a driver's concern for his job with fear of being replaced by a better driver in transportation services provides its own stimulus for drivers who work at PO CWM. Utomo's research (2013) shows that there is a significant correlation between *job insecurity* and work stress in hospital nurses. *Job insecurity* creates work stress that increases and has the potential to cause social, emotional and psychological impacts. Yashoglu, *et al.*, (2013) say that job insecurity can be described as a combination of perceived threats to their work, and a feeling of helplessness to do something about this threat finds results that workers who have work anxiety will experience stress due to anticipation of problems related to job loss in the future. Otterbach *et al.*'s (2014) study states that the experience of job insecurity has a potential impact on loss of income that creates work stress.

Influence of Organizational Climate Against Job Satisfaction

Based on the data presented in Tab el 14 note that the path coefficient influence of organizational climate on job satisfaction has a value of 0,480 with a value of t-statistics at 4.173. Path coefficients indicate that organizational climate has a positive influence on job satisfaction. This means that the higher the organizational climate owned by a company, the higher the job satisfaction of that company. From the results of this study proved if the organizational climate of Golden Bird Bali is high because based on the respondent's answer description, all indicators have high values where the support indicator has a mean value of 4.11, the structure has a mean value of 4.04, the relationship has a mean value of 4,09, and the standard indicator has a mean value of 4.02. Therefore, the job satisfaction of Golden Bird

Bali is quite high where it can be seen from the work indicator itself has a mean value of 4.04, a salary indicator with a mean value of 3,65, then a promotion indicator with a mean value of 3,56, then a supervisory indicator with a mean value of 3.79, and a colleague's indicator with a mean value of 3.95.

This finding shows that if the organization builds an appropriate organizational climate for employees as a company that is right to work, has excellent standards and has advantages over other companies that make employees feel proud to work in the organization so that employees have satisfaction in working.

The results of this study are in line with the research conducted by Ariyani (2012) which states that organizational climate has a significant positive effect on job satisfaction of permanent employees of Polman Bandung. Bhaesajsanguan (2010), which examines the relationship between organizational climate, job satisfaction and organizational commitment by way of examining the behavior of Thai technicians in the private sector telecom Thai. The results of the study show that the technician's behavior depends on the organizational climate so that it is positively related to job satisfaction. A conducive organizational climate will encourage employees to work well and will improve their job satisfaction (Firmansah and Santy, 2011). Research on the influence of job satisfaction and organizational climate on job satisfaction conducted by Sari (2009) states that the results of determining the factor sequence of organizational climate variables that most influence job satisfaction. Kusmaningtyas (2013) said the organizational climate has a significant positive influence on employee job satisfaction of PT. Persada Jaya Indonesia. Jyoti (2013) in his research also found that organizational climate has a positive and significant effect on employee job satisfaction.

Influence of Organizational Climate Against Job Stress

Based on the data obtained in Table 14 shows that the value of the path coefficient between the variables of organizational climate on work stress is equal to - 0,402 with a value of t-statistics for 0,372. Path coefficients indicate that organizational climate has a negative influence on job stress. This means that the higher the organizational climate that is owned by a company, the lower the job stress of a company. From the results of this study proved if the organizational climate of Golden Bird Bali is high because based on the respondent's answer description, all indicators have high values where the support indicator has a mean value of 4.11, the structure has a mean value of 4.04, the relationship has a mean value of 4,09, and the standard indicator has a mean value of 4.02. Therefore, the work stress of Golden Bird Bali is sufficient where it can be seen from the indicators of interpersonal demands having an

average value of 2.42 , an indicator of organizational structure with a mean value of 2 , 71, then an indicator role ambiguity with a mean score of 2 , 59 , then a workload indicator with a mean value of 2.66, and an organizational leadership indicator with a mean value of 2.55.

This finding shows that if the organization builds an appropriate organizational climate for employees as a company that is right to work, has excellent standards and has advantages over other companies that make employees feel comfortable to work for the company so that work stress is low.

The results of this study are consistent with research conducted by Yulanda (2012) revealing that organizational factors that discuss organizational climate affect negatively and significantly the formation of work stress. Mangkunegara (2008: 157) revealed that the causes of work stress include workloads that are felt to be too heavy, urgent work time, low quality of work supervision, and an unhealthy organizational climate. In Comcare's research (2008: 11) found that organizational climate greatly influences the enthusiasm of individuals in dealing with the impact of work related to stress risk factors. One of the causes of the emergence of high job stress is an unhealthy organizational climate (Gibson *et al.*, 2012). Working in a closed and unhealthy organizational climate brings negative emotions and feelings by employees, this includes dissatisfaction, psychological distress, neglect, indifference, and ultimately will cause employees to avoid work that leads to work stress (Ahghar, 2008). Sert *et al.*, (2014) further found that organizational climate negatively affects employee job stress. This indicates that the healthier the climate of an organization is, the lower the job stress level of employees.

Effect of Job Stress Against Job Satisfaction

Based on the data obtained in Table 14 shows that the effect of work stress on job satisfaction is not significant with the path coefficient between work stress variables to job satisfaction is equal to 0, 019 with *t-statistics* of 0, 134. From the results of this study is not proven if work stress from Golden Bird Bali employees is high because based on indicators of interpersonal demands have a mean value of 2.42 , an indicator of organizational structure with a mean value of 2 , 71, then the indicator role ambiguity with a mean value of 2 , 59 , further indicators of the workload to an average value of 2.66, and indicators of organizational leadership to an average value of 2.55. Therefore, the job satisfaction of Golden Bird Bali is high, where it can be seen from the work indicator itself has a mean value of 4.04 , a salary indicator with a mean value of 3, 65, then a promotion indicator with a mean value of 3, 56 , then a supervisory indicator with a mean value of 3.79, and a colleague's indicator with a mean value of 3.95.

The workload provided by the company to the driver will provide commissions of 30%, 40% and 50%. If the daily income is Rp. 500,000 under 30% driver commission. This income uncertainty

causes drivers to experience work stress. With this work system, the driver thinks there is no choice to work more diligently and actively to get job satisfaction in the form of income that suits his needs so that the driver must follow the predetermined work system.

Nahar *et al.*, (2013) found that there were significant differences between government and non-government employees. There are many factors that influence job satisfaction. Research shows that there is a positive relationship between job stress and employee job satisfaction. Dwamena's (2012) study of work stress has an impact on employee productivity finding work pressures have a positive impact on employee satisfaction. Radhakrishnan's (2013) study describing the work stress of tile factory workers in Trichur District in Kerala found that work stress had a positive effect on job satisfaction.

The Role of Mediation in *Job Stress on Job Insecurity Against Job Satisfaction*

Based on the data obtained at Table 1 5 shows that the path coefficients between the variables of *job insecurity* on job satisfaction is at - 0, 105 with a value of *t-statistics* amounted to 0.7 0 8 . The addition of work stress variables as mediating variables has a different effect on the direct relationship of *job insecurity* to *job* satisfaction.

Testing of the company's work stress mediation variables is done by calculating the value of *Variance Accounted For* (VAF) which can be seen in Table 5.15 .Based on the results of the calculations in Table 5.14, the VAF value is obtained . - -0.082. From the results of these calculations can be interpreted that the role of occupational stress as pemediasi have VAF value of -0082 (-8 , 2 %). These results indicate that the variables of job stress does not have a role as pemediasi between *job insecurity* and job satisfaction, so the hypothesis which states that the work stress acts as a mediating the relationship between *job insecurity* with job satisfaction is not proven. This shows that *job insecurity* and work stress is not an important factor in determining job satisfaction of a company. These results indicate the higher importance of work, the importance of work events, the level of threat to work, the possibility of negative changes in employment factors and employee helplessness does not increase work stress as a boost to satisfaction with the work done by employees in the company.

The Role of Mediation of Work Stress on Organizational Climate Against Job Satisfaction

Based on the data obtained in Table 1 5 shows that the value of the path coefficient between organizational climate variables to job satisfaction is equal to 480, with a value of *t-statistics* of 4.173. The addition of work stress variables as mediating variables has a different effect on the direct relationship of the organization's climate to job

satisfaction. Testing of the company's work stress mediation variables is done by calculating the value of *Variance Accounted For* (VAF)..

Based on the calculation, the VAF value is - 0.017. From the results of these calculations can be interpreted that the role of job stress as mediation has a VAF value of - 0.017 (1 , 7 %). These results indicate that job stress variables do not have a role as mediator between organizational climate and job satisfaction, so the hypothesis that job stress acts as a mediator of the relationship between organizational climate and job satisfaction is not proven. This shows that Organizational climate and work stress are not important factors in determining job satisfaction of a company. If the greater the support, organizational structure, standards and relationships that exist within the company, the employee does not feel work stress as an enhancer of satisfaction with the work done in the company.

CONCLUSIONS

Based on the results, following conclusions are made:

1. *Job insecurity* has a negative effect not significant on job satisfaction. This shows that job insecurity has no effect on deep satisfaction work.
2. *Job insecurity* has a positive effect on job stress. This shows if the higher the driver's insecurity at work, it will increase the work stress felt by the driver.
3. Organizational climate has a positive effect on job satisfaction. This means that the better the organizational climate of the company, then the driver job satisfaction will be higher.
4. Organizational climate has a negative effect to work stress . This shows that the worse the organizational climate in the company, the higher the job stress that the driver feels.
5. Job stress has no significant positive effect on job satisfaction . It showed the stress of work perceived driver indirectly men ingkat right satisfaction for the work performed within the company.

SUGGESTIONS

Based on the conclusions above, some suggestions can be put forward which are expected to be useful for companies and governments:

1. To the management to offer more value to employees to increase job satisfaction for companies such as work support facilities or better benefits.
2. Indicators of possible negative changes in employment factors in *job insecurity* variables have a high enough value . Researcher's advice to the

- management in order to improve relationships and social support among employees so that employees do not feel pressure in working for company companies.
3. This high indicator of powerlessness in *job security* needs to be a concern of the company in providing space for each driver to give aspirations to the company. In addition the company needs to have a flexible structure to foster collaboration between drivers and encourage transparent communication so that drivers feel their ideas are valued. Companies need to provide rewards and *feedback* and receive input so that communication and enthusiasm will increase.

LIMITATIONS AND FURTHER RESEARCH

The process in writing this research has several limitations that need to be underlined especially in the next research. Some of these limitations include.

1. This research is only limited to examining job insecurity, organizational climate and work stress, and job satisfaction, so that it cannot examine more deeply the factors beyond these variables. Researchers can then use other variables such as status, social environment and employee altism against a company.
2. This research is related to the determination of samples using random sampling technique which selects one work shift, then the next research can apply another sample determination technique.
3. This study uses a cross-sectional time design or at a certain time point, but on the other hand this study observes the dynamics of the conditions that each period undergoes a change, because this research is important to be re-examined in the future

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