

Determinants of Organizational Commitment

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Abstract

This research aims to examine the influence of the work environment and organizational culture on organizational commitment, mediated by work stress at the Bank Indonesia Representative Office, North Sumatra Province. Bank Indonesia is an independent state institution tasked with considering economic policy in Indonesia. Apart from these functions, Bank Indonesia has a scope of internal work which is under the management of the Internal Management sector. One of the sections under Bank Indonesia's internal division is the Human Resources (HR) section. Bank Indonesia HR has several tasks in managing employees, one of which is processing employee health data. The results of this research are as follows: Organizational Culture has a positive and insignificant effect on Organizational Commitment with an original sample value of 0.129 and an ap value of 0.205. Organizational Culture has a negative and significant effect on Job Stress with a sample value of -0.498 and ap value of 0.000. Work Environment has a positive and insignificant effect on Organizational Commitment with an original sample value of 0.483 and ap value of 0.002. Work Environment has a negative and significant effect on Work Stress with an original sample value of -0.476 and ap value of 0.000. Job Stress has a negative and significant effect on Organizational Commitment with an original sample value of -0.107 and ap value of 0.308. Organizational Culture has a positive and significant effect on Organizational Commitment through Work Stress indirectly with an original sample value of 0.053 and ap value of 0.315. Work Environment has a positive and insignificant effect on Organizational Commitment through Job Stress with an original sample value of 0.051 and ap value of 0.306.

Keywords: Work Environment, Organizational Culture, Work Stress, Organizational Commitment

INTRODUCTION

Human resources are the determining factor and driving force that will greatly determine the success or failure of an organization, company, or agency in achieving its goals. Human Resources (HR) have a very important role in an organization, both private and government agencies. HR is one of the determinants of an organization in achieving its goals. The work environment is the environment where employees do their work on a daily basis. The work environment can affect the level of employee comfort so that a comfortable work environment is needed by employees to be able to work optimally and productively. A good work environment can increase employee productivity, creativity, job satisfaction, and welfare, while a non-conducive work environment can result in stress, tension, and decreased performance. Organizational culture refers to a series of norms, values, beliefs, behaviors, and practices that are adopted and carried out by individuals in an organization. A strong and ingrained organizational culture will be able to provide a significant contribution to members of the organization in terms of a clear and straightforward understanding of a problem being solved. Culture has a significant influence on the attitudes and behavior of members of the organization. There is a lot of evidence that shows that the success of an organization is due to its strong culture that makes the organization more confident and ultimately more effective. Job stress is a condition in which a person feels pressured or anxious due to demands, burdens, or situations that occur in the workplace. Job stress can be caused by various factors, including deadline pressure, high performance demands,

interpersonal conflict, job uncertainty, or lack of support from superiors or coworkers. The impact of job stress can vary, from physical and mental health disorders to decreased productivity and job satisfaction. Therefore, it is important for individuals and organizations to identify and manage job stress properly. Organizational commitment is an interesting phenomenon because of the importance of a person's commitment to the company where the individual works or their organization, therefore many researchers want to research organizational commitment. Organizational commitment is a feeling of trust in the values contained in an organization, the involvement of individuals for the interests of their organization with full effort, and loyalty to the organization (wanting to be a permanent member of the organization) which is a statement from an employee to their organization. High organizational commitment from employees will encourage employees to be responsible and provide more energy in supporting the success and welfare of the company where they work (Dewi, 2015).

Formulation of the problem

1. Does the work environment have a positive and significant effect on work stress at the Bank Indonesia Representative Office in North Sumatra Province?
2. Does Organizational Culture Have a Positive and Significant Influence on Work Stress at the Representative Office of Bank Indonesia, North Sumatra Province?
3. Does the Work Environment have a positive and significant influence on Organizational Commitment at the Bank Indonesia Representative Office in North Sumatra Province?
4. Does Organizational Culture have a positive and significant influence on Organizational Commitment at the Bank Indonesia Representative Office in North Sumatra Province?
5. Does Job Stress have a positive and significant effect on Organizational Commitment at the Representative Office of Bank Indonesia, North Sumatra Province?
6. Does the Work Environment have a positive and significant effect on Organizational Commitment through Work Stress at the Representative Office of Bank Indonesia, North Sumatra Province?
7. Does Organizational Culture have a positive and significant effect on Commitment through Organizational Work Stress at the Representative Office of Bank Indonesia, North Sumatra Province?

Research purposes

1. To determine and analyze the influence of the Work Environment on Work Stress at the Representative Office of Bank Indonesia, North Sumatra Province.
2. To determine and analyze the influence of Organizational Culture on Work Stress at the Representative Office of Bank Indonesia, North Sumatra Province.
3. To determine and analyze the influence of the Work Environment on Organizational Commitment at the Bank Indonesia Representative Office, North Sumatra Province.
4. To determine and analyze the influence of Organizational Culture on Organizational Commitment at the Representative Office of Bank Indonesia, North Sumatra Province.
5. To determine and analyze the influence of Work Stress on Organizational Commitment at the Bank Indonesia Representative Office, North Sumatra Province.
6. To determine and analyze the influence of the Work Environment on Organizational Commitment through Work Stress at the Representative Office of Bank Indonesia, North Sumatra Province.

7. To determine and analyze the influence of Organizational Culture on Organizational Commitment through Work Stress at the Representative Office of Bank Indonesia, North Sumatra Province.

LITERATURE REVIEW

Organizational Commitment

Understanding Organizational Commitment

According to Allen and Meyer (2016), organizational commitment is an attitude that reflects employee loyalty to the organization and an ongoing process in which members of the organization express their concern for the organization and its continued success and progress. According to Robbin and Judge (2015), organizational commitment is a condition in which an employee sides with a particular organization and its goals and desires to maintain membership in the organization.

Organizational Commitment Indicators

According to Robbin and Judge (2015), organizational commitment has three dimensions, namely:

1. Affective commitment, occurs when employees want to be part of the organization because of an emotional or psychological attachment to the organization and belief in its values.
 - a. Desire to have a career in the organization
 - b. Sense of trust in the organization
 - c. Devotion to the organization
2. Continuance Commitment, the perceived economic value of remaining in an organization compared to leaving the organization.
 - a. Employee love for the organization
 - b. The desire to stay with one's job
 - c. Willing to sacrifice personal interests
 - d. Employee interest in work
 - e. Not comfortable leaving current job
3. Normative commitment, the obligation to remain in the organization for moral or ethical reasons.
 - a. Loyalty to the organization
 - b. Happiness at work
 - c. Pride in working for an organization

Work environment

Understanding the Work Environment

According to Afandi (2018), the work environment is something that exists in the environment of workers that can influence them in carrying out their duties such as temperature, humidity, ventilation, lighting, cleanliness of the workplace, and the adequacy of work equipment. According to Sukanto and Indryo (2018), the work environment is everything that exists around workers that can influence their work, including lighting arrangements, noise control, workplace cleanliness arrangements and workplace security arrangements.

Work Environment Indicators

Work environment indicators according to Afandi (2018) are as follows:

1. **Lighting** Sufficient lighting that is emitted appropriately will increase the work efficiency of employees, because they can work faster, make fewer mistakes and their eyes will not get tired as quickly.
2. **Color** is one of the important factors to increase the efficiency of employee work, especially color will affect their mental state by using the right color on the walls of the room and other tools, the joy and calmness of the employees' work will be maintained.
3. **Air** Regarding the air factor, what is most often affected is the air temperature and the amount of water vapor in the air.
4. **Sound** To overcome the occurrence of noise, it is necessary to place tools that have loud sounds, such as typewriters, telephones, motorbike parking, etc. in a special room, so as not to disturb other workers in carrying out their duties.

Organizational culture

Understanding Organizational Culture

Organizational culture is a habit that has been going on for a long time and is used and applied in work activities as a driving force to improve the quality of work of employees and company managers (Edison, 2016).

According to Fahmi (2017), organizational culture is the result of the process of merging the cultural styles and behaviors of each individual that were previously brought into new norms and philosophies, which have energy and group pride in facing certain things and goals."

Organizational Culture Indicators

According to Edison (2016) the indicators of organizational culture are as follows:

1. **Self-awareness** Members of the organization consciously work to gain satisfaction from their work, develop themselves, obey the rules, and offer quality products and high services.
2. **Aggressiveness** Organization members set challenging but realistic goals. They establish work plans and strategies to achieve these goals and pursue them enthusiastically.
3. **Personality** Members are respectful, friendly, open and sensitive to group satisfaction and pay close attention to aspects of customer satisfaction, both internal and external customers.
4. **The performance of organizational members** has creative values, meets quantity, quality and efficiency.
5. **Team orientation** Members of the organization cooperate well and carry out effective communication and coordination with the active involvement of members, which in turn results in high levels of satisfaction and shared commitment.

Job Stress

Understanding Job Stress

According to (Rivai, 2018) Job stress is a condition of tension that creates a physical and psychological imbalance that affects emotions, thought processes, and conditions of an employee. According to Afandi (2018) Job stress is a condition that arises due to the interaction between individuals and their work, where there is a mismatch in characteristics and unclear changes that occur in the company.

Job Stress Indicators

According to Afandi (2018) indicators of work stress are:

1. Job Demands Are factors associated with a person's job, such as working conditions, physical layout of the work.
2. Role Demands Relate to the pressures placed on a person as a function of the particular role played in an organization.
3. Interpersonal Demands Are pressures created by other employees.
4. Organizational Structure The description of the agency is characterized by an unclear organizational structure, lack of clarity regarding positions, roles, authority and responsibilities.
5. Organizational Leadership Is providing a management style to the organization. Some parties in it can create an organizational climate that involves tension, fear and anxiety.

Conceptual Framework

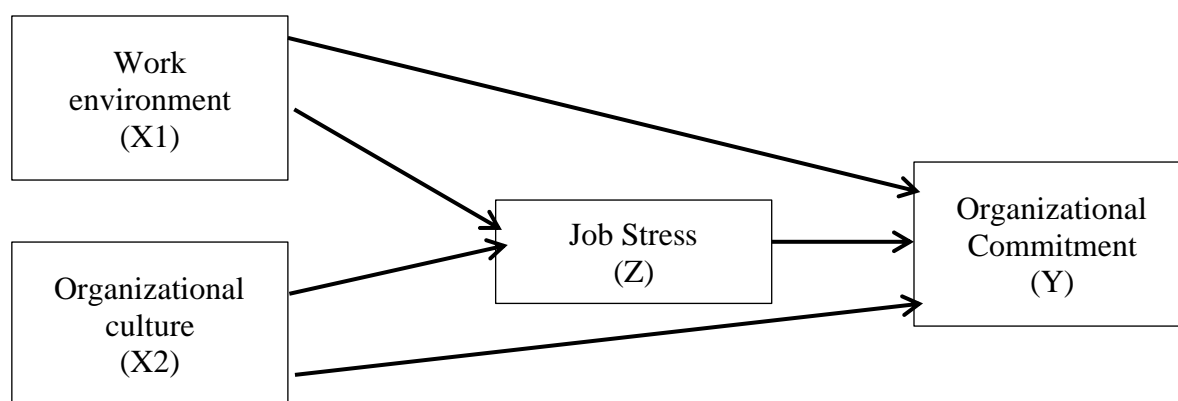


Figure 1: Conceptual Framework

Hypothesis

- H1 The work environment has a positive and significant effect on work stress at the Bank Indonesia Representative Office in North Sumatra Province.
- H2 Organizational Culture has a positive and significant influence on Work Stress at the Representative Office of Bank Indonesia, North Sumatra Province.
- H3 The work environment has a positive and significant influence on Organizational Commitment at the Bank Indonesia Representative Office in North Sumatra Province.
- H4 Organizational Culture Influences Organizational Commitment at the Bank Indonesia Representative Office, North Sumatra Province.
- H5 Work Stress has a positive and significant effect on Organizational Commitment at the Bank Indonesia Representative Office in North Sumatra Province.
- H6 Work Environment has a positive and significant effect on Organizational Commitment through Work Stress at the Representative Office of Bank Indonesia, North Sumatra Province.
- H7 Organizational Culture has a positive and significant influence on Organizational Commitment through Work Stress at the Representative Office of Bank Indonesia, North Sumatra Province.

METHOD

Types of research

Quantitative methods often collect data in the form of numbers or statistics, and analyze them using statistical techniques to produce strong generalizations about the population studied. According to Sugiyono (2016), quantitative research is research that obtains data in the form of numbers or qualitative data that is expressed in numbers.

Research Location and Research Time

This research was conducted at the Bank Indonesia Representative Office in North Sumatra, this research was conducted from September to October 2024. This research was conducted on Jalan Balai Kota No. 4 Medan.

Population

The population of this study was 70 employees of Bank Indonesia, North Sumatra. "Population" is a term used to refer to the total number of individuals in a particular group or area at a particular time. This term is often used in various contexts, such as in demography, ecology, or economics. Population can refer to the human population in a country, the population of animal species in a habitat, or the population of products in a particular market, depending on the context. According to Sugiyono (2016), population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions drawn.

Sample

The sample used for this study was the entire population in the Bank Indonesia office, which was 70 employees. According to Sugiyono (2016), a sample is a portion of the number and characteristics of the population. The sampling technique used is the saturated sampling technique. Samples are used to represent the characteristics or properties of the population. Sampling is often done in scientific research, surveys, statistics, and other fields to generalize or analyze a larger population.

Research Data Sources

The research data sources used are primary data sources. Primary data sources refer to sources of information collected directly from the original source. This can be data collected by researchers in a study, survey, experiment, or direct observation. Primary data sources tend to be more accurate and can be adjusted to the needs of a particular research or analysis. According to Sugiyono (2016) Primary sources are data that directly provide data to data collectors.

Data collection technique

The data collection technique used by researchers is to distribute questionnaires to respondents and will be filled in by the respondents. According to Sugiyono (2016), a questionnaire is a data collection technique by giving a set of written questions or statements to respondents to answer.

Data Analysis Techniques

Data processing in this study used smartPLS SEM (Partial Least Square – Structural Equation Modeling) Software. PLS is able to explain the relationship between variables and is able to perform 29 analyzes in one test. The purpose of PLS is to help researchers confirm

theories and to explain whether or not there is a relationship between latent variables. According to Imam Ghazali (2016) the PLS method is able to describe latent variables (not directly measurable) and is measured using indicators. The author uses Partial Least Square because this study is a latent variable that can be measured based on its indicators so that the author can analyze it with clear and detailed calculations.

Outer Model Analysis

Evaluation of the measurement model or outer model is carried out to assess the validity or reliability of the model. The outer model with reflective indicators is evaluated through the convergent and discriminant validity of the latent construct forming indicators and composite reliability and cronbach alpha for the indicator block (Ghozali, 2015). The tests carried out on the outer model are:

1. Convergent Validity
2. Discriminant Validity
3. Average Variance Extracted (AVE)
4. Composite Reliability
5. Cronbach's Alpha

Inner model analysis

Inner model analysis is also known as structural model analysis, which aims to predict the relationship between latent variables (Ghozali, 2015). Inner model evaluation can be seen from several indicators including: Inner model analysis is known as the structural analysis method. Inner model analysis aims to predict the relationship between latent variables (Ghozali, 2015). Inner model evaluation can be seen from several indicators including:

1. Coefficient of Determination
2. Model Fit Test
3. Path Coefficients

Hypothesis Testing

After conducting various evaluations, both outer model and inner model, the next step is to conduct hypothesis testing. Hypothesis testing is used to explain the direction of the relationship between the independent variable and its dependent variable. Hypothesis testing is done by looking at the probability value and its t-statistic. (Ghozali, 2015).

RESULTS AND DISCUSSION

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specific relationship between latent variables and dependent variables. Includes convergent validity, discriminant validity, and reliability.

Convergent Validity

This test is based on the loading factor of 0.7 and the average deviation of the extraction value (AVE) of 0.5, if the deviation above is considered valid. The validity of the indicator is shown if the variable construction variable has a value greater than 0.07. The structural model used in this study is depicted in the following diagram:

Table 1. Outer Loadings/Cross Loading

	Organizational Culture (X2)	Organizational Commitment (Y)	Work Environment (X1)	Job Stress_(Z)
X1.1			0.924	
X1.2			0.817	
X1.3			0.883	
X1.4			0.884	
X2.1	0.800			
X2.2	0.826			
X2.3	0.859			
X2.4	0.862			
X2.5	0.898			
Y.1		0.608		
Y.10		0.755		
Y.11		0.761		
Y.2		0.712		
Y.3		0.756		
Y.4		0.872		
Y.5		0.844		
Y.6		0.825		
Y.7		0.867		
Y.8		0.866		
Y.9		0.854		
Z.1				0.899
Z.2				0.872
Z.3				0.884
Z.4				0.798
Z.5				0.820

Source: Smart PLS 3.3.3

In table 1, there is a cross loading value that has a value of more than 0.7, but there are indicators that are invalid and not greater than 0.7, therefore testing cannot be carried out in the next stage before having a value greater than 0.7, therefore the researcher deletes the indicator whose value is less than 0.7, namely Y.1 after being deleted, a recalculation will be carried out without Y.1.

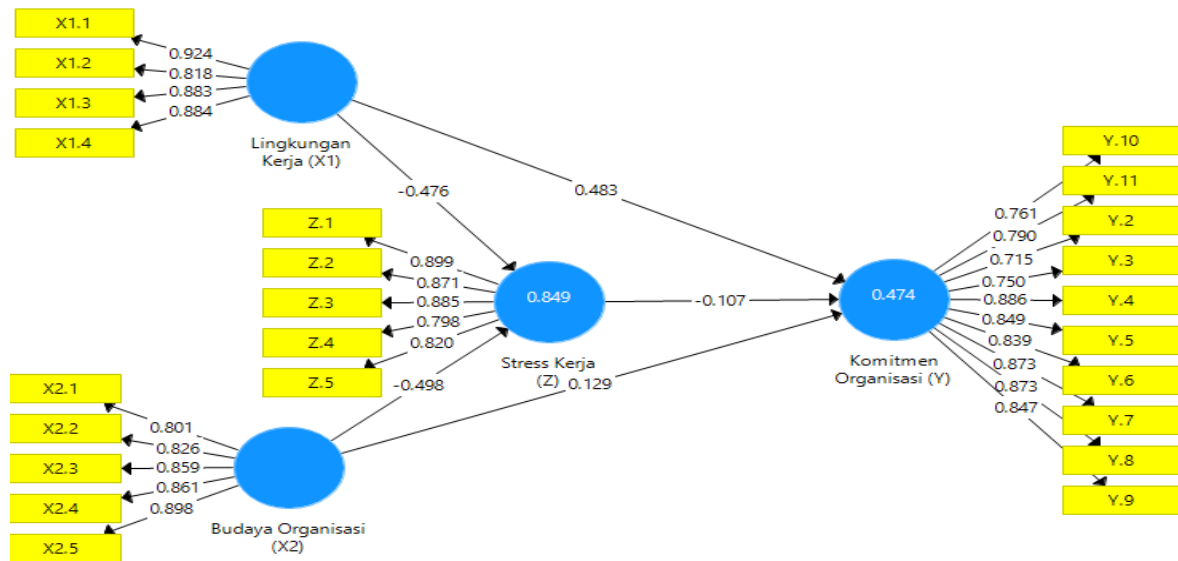


Figure 2: Outer Model
Source: Smart PLS 3.3.3

Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1

$$Z = b_1X + b_2X_2 + e_1$$

$$Z = -0.476 X_1 - 0.498X_2 + e_1$$

For substructure 2

$$Y = b_2X_1 + b_3X_2 + b_4Z + e_2$$

$$Y = 0.483X_1 + 0.129X_2 - 0.107Z + e_2$$

Table 2. Outer Loadings

	Organizational Culture (X2)	Organizational Commitment (Y)	Work Environment (X1)	Job Stress_(Z)
X1.1			0.924	
X1.2			0.818	
X1.3			0.883	
X1.4			0.884	
X2.1	0.801			
X2.2	0.826			
X2.3	0.859			
X2.4	0.861			
X2.5	0.898			
Y.10		0.761		
Y.11		0.790		
Y.2		0.715		
Y.3		0.750		
Y.4		0.886		
Y.5		0.849		

Y.6		0.839		
Y.7		0.873		
Y.8		0.873		
Y.9		0.847		
Z.1				0.899
Z.2				0.871
Z.3				0.885
Z.4				0.798
Z.5				0.820

Source: Smart PLS 3.3.3

It can be seen in table 2 that the values that do not reach 0.7 have been deleted so that the cross loading value can be greater than 0.7. As a result, each item indicator has a value greater than or equal to 0.7, which indicates that the data is valid and allows for further investigation.

Discriminant Validity

The next step of analysis is to determine which data is valid in terms of discriminant validity. The goal is to find out whether the cross loading value is greater than other variables so that the sensitivity of the indicator to high correction can be determined in relation to the construction of the table below, which presents the results of the validity assessment as follows:

Table 3. Discriminant Validity

	Organizational Culture (X2)	Organizational Commitment (Y)	Work Environment (X1)	Job Stress_(Z)
X1.1	0.825	0.670	0.924	-0.866
X1.2	0.534	0.545	0.818	-0.647
X1.3	0.663	0.545	0.883	-0.727
X1.4	0.724	0.609	0.884	-0.793
X2.1	0.801	0.554	0.738	-0.764
X2.2	0.826	0.478	0.682	-0.731
X2.3	0.859	0.579	0.621	-0.736
X2.4	0.861	0.450	0.651	-0.726
X2.5	0.898	0.498	0.662	-0.750
Y.10	0.562	0.761	0.511	-0.567
Y.11	0.287	0.790	0.344	-0.318
Y.2	0.435	0.715	0.574	-0.493
Y.3	0.445	0.750	0.614	-0.491
Y.4	0.430	0.886	0.496	-0.485
Y.5	0.495	0.849	0.525	-0.538
Y.6	0.493	0.839	0.508	-0.493

Y.7	0.486	0.873	0.603	-0.535
Y.8	0.513	0.873	0.495	-0.511
Y.9	0.670	0.847	0.727	-0.677
Z.1	-0.859	-0.651	-0.772	0.899
Z.2	-0.732	-0.569	-0.750	0.871
Z.3	-0.764	-0.671	-0.876	0.885
Z.4	-0.633	-0.316	-0.602	0.798
Z.5	-0.724	-0.445	-0.676	0.820

Source: Smart PLS 3.3.3

Based on table 3, the cross loading factor for the explanation of each variable is as follows: For the cross loading factor of the organizational culture variable, the value is greater than the cross loading value on other latent variables, for the cross loading factor on the organizational commitment variable, there is a value that is greater than the cross loading factor value on other latent variables, for the cross loading factor on the work environment variable, there is a value that is greater than the cross loading factor on other latent variables, for the cross loading of the work stress variable, there is a value that is greater than the cross loading factor on other latent variables, so this study is considered valid discriminantly.

Composite reliability

In composite reliability analysis, each variable is compared with its reliability coefficient; if the variable reliability coefficient is more than 0.60 then the analysis is considered reliable; if the variable reliability coefficient is between 0.60 and 0.07, then the analysis is not reliable; There are several blocks to determine whether the analysis results are reliable, valid, or not at all. Among them are the Cronbach alpha coefficient, composite reliability analysis, and AVE coefficient which can be seen in the following table:

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture (X2)	0.903	0.928	0.722
Organizational Commitment (Y)	0.945	0.953	0.673
Work Environment (X1)	0.901	0.931	0.771
Job Stress_(Z)	0.909	0.932	0.732

Source: Smart PLS 3.3.3

In table 4, it can be seen that each variable has a value greater than 0.07 in the Cronbach's alpha coefficient, this indicates that the data for each variable is reliable. The composition reliability coefficient has a value of approximately 0.66, meaning that each variable in the reliability analysis can be displayed clearly because the data has a value higher than 0.66. Seen from the AVE column, each variable has a value greater than or equal to 0.7, indicating that the data is valid in AVE format. Each variable in the Cronbach alpha,

reliability, and AVE columns has a value greater than 0.07 and 0.6, indicating that the variable is valid and reliable.

Inner Model Analysis

Structural model evaluation (inner model) is conducted to ensure that the basic model created is accurate and robust. The sampling strategy used in the primary analysis model is based on several cases, namely:

Coefficient of Determination (R²)

Based on data processing carried out using the SmartPLS 3.0 program, the R Square value was obtained as follows:

Table 5. R Square Results

	R Square	Adjusted R Square
Organizational Commitment (Y)	0.474	0.450
Job Stress_(Z)	0.849	0.845

Source: Smart PLS 3.3.3

In this study, there are R square results in table 5 and the explanation is as follows: the R square value of the organizational commitment variable is 0.474 if converted to a percentage of 47.4%, meaning that the influence of the work environment, organizational culture and work stress on organizational commitment is 47.4%, the rest is on other variables, for the R square value of work stress of 0.849 if converted to a percentage of 84.9%, meaning that the influence of the work environment and organizational culture on work stress is 84.9% and the rest is on other variables.

Hypothesis Testing

After evaluating the inner model, the next step is to evaluate the relationship between idle builds as described in this review. Speculation checks in this analysis are done by evaluating T-Statistics and P-Values. Speculation is announced to determine if T-Insights has a value greater than 1.96 and if the P-Values value is less than 0.05. The direct impact of the Path Coefficient is what happens next.

Table 6. Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Organizational Culture (X2) -> Organizational Commitment (Y)	0.129	0.823	0.205	Rejected
Organizational Culture (X2) -> Job Stress_(Z)	-0.498	6,492	0,000	Accepted
Work Environment (X1) -> Organizational Commitment (Y)	0.483	2,876	0.002	Accepted
Work Environment (X1) -> Work Stress_(Z)	-0.476	6,438	0,000	Accepted
Job Stress_(Z) -> Organizational Commitment (Y)	-0.107	0.502	0.308	Rejected

Source: Smart PLS 3.3.3

Based on the results in table 6, there is a direct influence, so the explanation is as follows:

1. Organizational Culture has a positive and insignificant effect on Organizational Commitment with an original sample value of 0.129 and p values of 0.205. This means that the better the organizational culture, the better the organizational commitment.
2. Organizational Culture has a negative and significant effect on Work Stress with a sample value of -0.498 and p values of 0.000. This means that if the organizational culture increases negatively, work stress will increase and if the organizational culture decreases negatively, work stress will also decrease.
3. Work Environment has a positive but insignificant effect on Organizational Commitment with an original sample value of 0.483 and p values of 0.002. This means that not every bad work environment means that employees do not have commitment and it is not necessarily the case that employees in a good environment have work commitment.
4. Work Environment has a negative and significant effect on Work Stress with an original sample value of -0.476 and p values of 0.000. This means that if a bad environment increases, work stress will increase, conversely, if a bad environment decreases, work stress will also decrease.
5. Job Stress has a negative and significant effect on Organizational Commitment with an original sample value of -0.107 and p values of 0.308. This means that if job stress decreases, commitment will increase, conversely, if job stress increases, commitment will decrease.

Table 7. Path Coefficients (Indirect Effect)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Organizational Culture (X2) -> Job Stress (Z) -> Organizational Commitment (Y)	0.053	0.481	0.315	Rejected
Work Environment (X1) -> Job Stress (Z) -> Organizational Commitment (Y)	0.051	0.506	0.306	Rejected

Source: Smart PLS 3.3.3

After explaining the direct influence, the indirect influence will also be explained in this study as follows:

1. Organizational Culture has a positive and significant effect on Organizational Commitment through Work Stress indirectly with the original sample value of 0.053 and p values of 0.315. This means that work stress is not an intervening variable because it does not have an indirect and insignificant effect with the presence of work stress proving that employees will still hold their culture towards the organization and are committed to the organization even though they are stressed at work.
2. Work Environment has a positive and insignificant effect on Organizational Commitment through Work Stress with an original sample value of 0.051 and p values of 0.306. This means that work stress is not an intervening variable in this study because it does not have a significant effect, so without work stress, the work environment and organizational commitment are still running.

CLOSING

Conclusion

1. Organizational Culture has a positive and insignificant effect on Organizational Commitment with an original sample value of 0.129 and p values of 0.205.
2. Organizational Culture has a negative and significant effect on Work Stress with a sample value of -0.498 and p values of 0.000.
3. Work Environment has a positive but insignificant effect on Organizational Commitment with an original sample value of 0.483 and p values of 0.002.
4. Work environment has a negative and significant effect on work stress with an original sample value of -0.476 and p values of 0.000.
5. Work Stress has a negative and significant effect on Organizational Commitment with an original sample value of -0.107 and p values of 0.308.
6. Organizational Culture has a positive and significant effect on Organizational Commitment through Work Stress indirectly with an original sample value of 0.053 and p values of 0.315.
7. Work environment has a positive and insignificant effect on Organizational Commitment through Work Stress with an original sample value of 0.051 and p values of 0.306.

Suggestion

1. Organizations must create a healthy and good organizational culture to support employee performance.
2. Organizations must create a good working environment to create healthy communication between employees.
3. Organizations must minimize the incidence of work stress in employees by providing policies that do not harm employees.
4. Organizations must find ways to increase employee commitment to the organization.
5. It is hoped that this research will be used as input for organizations and employees.
6. It is hoped that this research can be used as reference material for conducting new research.
7. It is hoped that this research can be developed by other researchers with almost the same research title.

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