

## Optimizing Work Performance

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### Abstract

Employees are not just resources, but rather capital or assets for institutions or organizations. Because of this, a new term emerged outside of human resources, namely human capital. Here human resources are seen not just as the main asset, but an asset that is valuable and can be multiplied, developed (compared with an investment portfolio) and not vice versa as a liability (expense). Here the perspective of human resources as an investment for institutions or organizations is more prominent. The results of this research are as follows: Organizational Culture has a positive and significant effect on Organizational Commitment with a value of 0.518 and a significant value of 0.000. Organizational Culture has a positive and significant effect on Work Performance with a value of 0.195 and a significant value of 0.035. Organizational Commitment has a positive and significant effect on Job Performance with a value of 0.554 and a significant 0.000. Job Stress has a negative and significant effect on Organizational Commitment with a value of -0.412 and a significant value of 0.000. Job Stress has a negative and significant effect on Job Performance with a value of -0.211 and a significant value of 0.036. Organizational culture has a positive and significant effect on work performance through organizational commitment with a value of 0.287 and a significant value of 0.000. Job Stress has a negative and significant effect on Job Performance through Organizational Commitment with a value of -0.228 and a significant value of 0.001.

**Keywords:** Job Stress, Organizational Culture, Organizational Commitment, Job Performance

## INTRODUCTION

In essence, human resources are people who are employed in an organization as drivers, thinkers and planners to achieve the goals of the organization. Employees are not merely resources, but rather more like capital or assets for institutions or organizations. The definition of human resources can be divided into two, namely the micro definition and the macro definition. Workplace stress is experienced almost every day by employees in big cities. The workforce in big cities, including Medan, mostly consists of urban and industrial workers. They are often constrained by deadlines for completing tasks, diverse and increasingly large work environments, interpersonal conflicts, high turnover rates, and various other factors that contribute to stress. Zainal et al. (2014) argue that stress is an umbrella term that includes pressure, burden, conflict, fatigue, tension, panic, anxiety and depression. Work stress is a condition of tension that creates physical and psychological imbalances, which affect the emotions, thought processes, and conditions of an employee. Corporate culture is one way to building human resources companies through aspects of attitude and behavior change. This aims to make employees become better individuals and can adapt to facing challenges in the industrial era towards society. This is where HR functions in organizations required. Employees in the organization will learn and adapt to the prevailing culture, what is good and bad, right and wrong, what is allowed and what is not, and other regulations. At the same time, each member is aware that the role of organizational culture is very important for the progress of the company and the results of the work. Organizational culture refers to the beliefs and principles of the organization. Each organization has its own unique culture. Employee work performance is very important in the company to achieve its goals, so the company makes various efforts to improve it.

Achievement in work is one of the needs that everyone wants to achieve in working. Organizations that have employees who have good work performance will certainly greatly encourage the progress of the organization. With this progress, the organization will be able to increase its competitiveness and have competitive capabilities. In improving employee work performance, of course, it is not easy, every organization must certainly do various ways so that each employee is able to improve their work performance. By having disciplined employees, a comfortable work environment, good motivation, and high salaries, it will further encourage each employee to improve their work performance better than before. Organizational Commitment has long been an important topic and is relatively often discussed in the world of work. This can be seen from the many organizations that include the element of Commitment as one of the requirements to fill positions in the organization. Organizational commitment is considered important because it can influence the behavior and relationships of members in the organization such as attendance, performance, and willingness to remain in the organization.

### **Formulation of the problem**

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

### **Research purposes**

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

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

## **LITERATURE REVIEW**

### **Work performance**

#### **Definition of Work Performance**

According to Sutrisno (2018) Work performance as a person's level of competence in tasks that include his work, understanding the weight of individual abilities in fulfilling the provisions in the work. According to Badriyah (2018) Work performance is the work results achieved by a person in carrying out the tasks assigned to him, which are based on skills, experience, and sincerity and time.

#### **Work Performance Indicators**

According to Sutrisno (2018), work performance indicators are as follows:

1. Work Results The level of quantity and quality that has been produced and the extent to which supervision has been carried out
2. Job knowledge The level of knowledge related to job tasks that will directly influence the quantity and quality of work results.
3. Initiative The level of initiative during carrying out work tasks, especially in terms of handling problems that arise.
4. Time and attendance discipline Level of punctuality and attendance level
5. Attitude The level of work enthusiasm and positive attitude in carrying out work tasks
6. Mental agility The level of ability and speed in receiving work instructions and completing existing work situations in a work manner.

### **Job Stress**

#### **Understanding Job Stress**

According to (Oemar & Gangga 2017) stress is a dynamic condition in which an individual is faced with opportunities, limitations, or demands in accordance with expectations of the results to be achieved in important and uncertain conditions.

#### **Job Stress Indicators**

According to (Oemar & Gangga, 2017) the indicators of work stress are as follows:

1. Working conditions Unbalanced working environment and workload.
2. Role issues: There is a separation of functions and duties for each employee.
3. Interpersonal relationships: Employee relationships with co-workers or relationships with superiors.
4. Career development opportunities There are no career development opportunities available in a company.
5. Organizational structure and climate Clarity in the division of authority and tasks of each employee.

### **Organizational culture**

#### **Understanding Organizational Culture**

According to Hari (2019), organizational culture is the values that human resources adhere to in carrying out their obligations and behavior within the organization.

### Organizational Culture Indicators

According to Hari (2019) the indicators of organizational culture are

1. Innovative in taking risks into account. That every employee will pay sensitive attention to any problems that may pose a risk of loss to the organization as a whole.
2. Pay attention to every problem in detail. Describes the accuracy and precision of employees in carrying out their duties.
3. Oriented towards the results to be achieved. A manager's supervision of his subordinates is one way for managers to direct and empower them. Through this supervision, the goals of the organization and the group and its members can be described.
4. Oriented to all employee interests. The success or performance of an organization is determined by the work team, where teamwork can be formed if the manager can supervise his subordinates well.
5. Aggressive in working. High productivity can be achieved if employee performance can meet the standards required to perform their duties. Good performance means, among others, skill qualifications that can meet productivity requirements and must be followed by high discipline and workmanship.
6. Maintain and safeguard work stability. Employees must be able to maintain their health condition to remain prime, this condition can only be met if they regularly consume nutritious food based on the advice of a nutritionist.

### Organizational Commitment

#### Understanding Organizational Commitment

According to Mathis and Jackson (2020), organizational commitment is the level of trust and acceptance of the workforce towards organizational goals and having a desire to remain in the organization. According to Porter & Mowday (2020), organizational commitment is a relative strength of an individual in identifying his/her involvement in part of the organization.

### Organizational Commitment Indicators

According to Porter & Mowday (2020), organizational commitment has the following indicators:

- 1) Personal characteristics
- 2) Job characteristics and roles
- 3) Structural characteristics of the organization
- 4) Work experience
- 5) Organizational support.

### Conceptual Framework

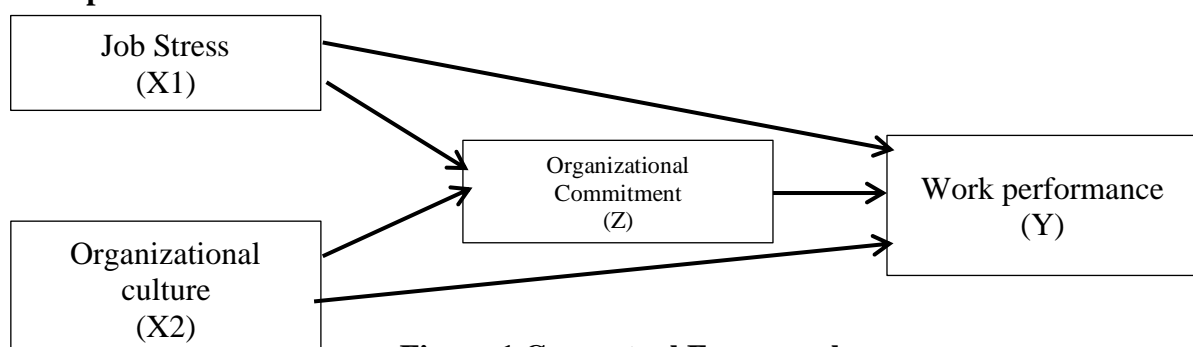


Figure 1 Conceptual Framework

## Hypothesis

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

## METHOD

### Types of research

This research uses quantitative research type, Quantitative research is a type of scientific research that collects and analyzes quantitative data (in the form of numbers and statistics) to understand phenomena or answer research questions. This research tends to use a structured and objective scientific approach, with the aim of testing hypotheses or identifying patterns that occur in the data. According to Suryani and Hendrayadi (2015) quantitative research is research that uses data analysis in the form of numbers or figures. The purpose of quantitative research is to develop and use mathematical models of theories and/or hypotheses related to the phenomena investigated by the researcher.

### Time and Place of Research

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

### Research Population

The population of this study was 70 research employees, making all employees of the Bank Indonesia Representative Office of North Sumatra Province as the research population. According to Suryani and Hendryadi (2015) the target population is a population that has special characteristics according to the objectives of the study itself.

### Research Sample

The researcher used the research sample of all respondents who were made into a population sample of 70 employees and the sampling technique used was the saturated sampling technique. According to Suryani and Hendryadi (2015) a sample is a portion of the population that will be taken for research and the results of the research are used as a representation of the population as a whole.

## Research Data Sources

The research data sources used are primary data sources. According to Suryani and Hendryadi (2015) Primary data is data collected and processed by an organization or individual directly from its object.

## Research Data Collection Techniques

This study collects research data by distributing questionnaires to respondents and will be filled and then collected again. According to Suryani and Hendryadi (2015) a questionnaire is a data collection technique carried out by providing a set of questions or statements to other people who are used as respondents to be answered.

## Data Analysis Techniques

### Partial Least Square (PLS)

Data analysis was carried out using the Partial Least Square (PLS) method using SmartPLS software version 3. PLS is one of the Structural Equation Modeling (SEM) solution methods SEM which in this case is more compared to other techniques SEM other. SEM has a higher level of flexibility in research that connects theory and data, and is able to perform path analysis with latent variables so that it is often used by researchers who focus on social sciences. Partial Least Square (PLS) is a fairly strong analysis method because it is not based on many assumptions. Data also does not have to be multivariate normal distribution (indicators with categorical, ordinal, interval to ratio scales can be used in the same model), samples do not have to be large (Gozali, 2014).

## Measurement Model or Outer Model

### Validity Test

Validity testing is used to assess whether a questionnaire is valid or not. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items in each variable. There are several stages of testing that will be carried out, namely through convergent validity, average variance extracted (AVE), and discriminant validity.

### Content Validity

The validity of the questionnaire can be determined by using a questionnaire that has been widely used by researchers. The questionnaire used in this study is the result of a literature review with modifications needed to identify different respondent preferences.

### Convergent Validity

This convergence test shows whether each question item increases the mean of the same variable. Therefore, only question items with high significance are included, meaning more significant than two standard errors in the correction of question items for research variables. Convergence validity can be compromised when each variable has an AVE value of less than 0.5 and the loading value of each item is less than 0.5. (Ghozali (2014).

### Average Variance Extracted (AVE)

This validation task involves calculating the validity of each question by looking at the average variance extracted (AVE). AVE stands for average relative variance Extracted (AVE) between the question item and any indicator which is a summary of convergent



indicators. For optimal performance, if the AVE of each question item is more than 0.5 (Ghozali, 2014).

### **Discriminant Validity**

This validity equation indicates whether two variables differ substantially from each other. As long as the variance of a variable is greater than the variance of all other variables, the validity of the discriminant analysis can be compromised. In addition, another way to assess the validity of the submission can be seen from the cross loading coefficient which is greater than the correlation coefficient of each data item with its own variable (Ghozali, 2014).

### **Reliability**

Overall reliability is defined as the threshold for assessing the quality of a statement based on a particular item. Reliability testing is used to regulate the consistency of responses to a questionnaire or research instrument, or to adjust the consistency of a particular hypothesis. Composite reliability can be used to assess reliability; a variable is said to be reliable if its composite reliability value is at least 0.07 (Sekaran, 2014).

### **Structural Model or Inner Model**

Based on substantive theory, the inner model (also known as inner relationship, structural model, and substantive theory) describes the relationship between latent variables. The structural model is evaluated using R-square for the dependent variable, the Stone-Geisser Q-square test to predict height and t-test, and the significance of the path structure parameters. In determining the model using PLS, it begins by checking the R-square for each dependent variable. The interpretation is the same as the regression interpretation. The R-squared value can be used to determine the relative change in the dependent variable which indicates whether or not there is a significant change (Ghozali, 2014). In addition to looking at the R-square value, the Partial Least Square (PLS) model is also evaluated by looking at the Q-square predictive relevance for the constructive model. Q square measures how well the observation values are generated by the model and also its parameter estimates.

### **Hypothesis**

Hypothesis testing using full model structural equation modeling (SEM) analysis with smartPLS. In full model structural equation modeling, in addition to confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2014). Hypothesis testing with the calculated value of the Path Coefficient in the inner model is shown in the Hypothesis equation which is stated as follows: if the T statistic is greater than or equal to the T table 1.96 ( $\pm 5\%$ ), which shows that if the T statistic is greater than or equal to the T table for each hypothesis then it can be stated as follows: analyzed or not.

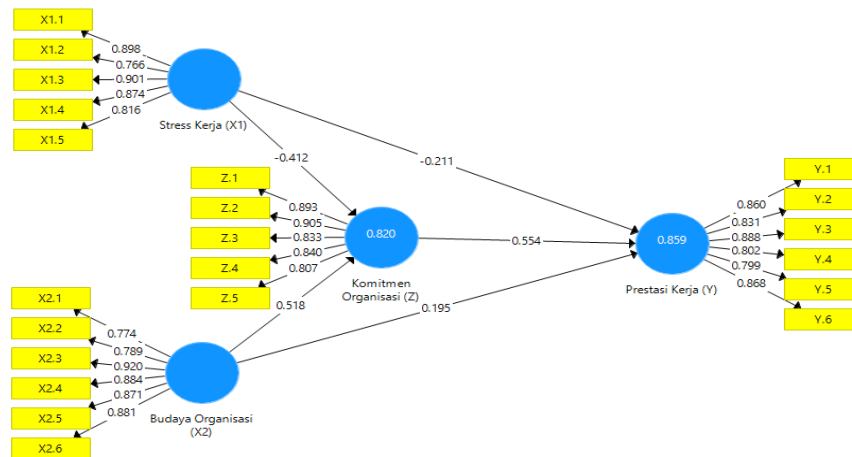
## **RESULTS AND DISCUSSION**

### **Outer Model Analysis**

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and their manifest variables, this testing includes convergent validity, discriminant validity and reliability.

#### **1. Convergent Validity**

Convergent validity of the measurement model with reflective indicators can be seen from the correlation between the item/indicator score and the construct score. Individual indicators are considered reliable if they have a correlation value above 0.70. However, in the scale development stage of research, loadings of 0.50 to 0.60 are still acceptable. Based on the results for outer loading, it shows that there are indicators that have loadings below 0.60 and are not significant. The structural model in this study is shown in the following Figure:



**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

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = -0.412 X_1 + 0.518X_2 + e_1$$

For substructure 2

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

$$Y = -0.211X_1 + 0.195X_2 + 0.554Z + e_2$$

**Table 1. Outer Loadings**

	Organizational Culture (X2)	Organizational Commitment (Z)	Work Performance (Y)	Job Stress (X1)
X1.1				0.898
X1.2				0.766
X1.3				0.901
X1.4				0.874
X1.5				0.816
X2.1	0.774			
X2.2	0.789			
X2.3	0.920			
X2.4	0.884			
X2.5	0.871			
X2.6	0.881			



Y.1			0.860	
Y.2			0.831	
Y.3			0.888	
Y.4			0.802	
Y.5			0.799	
Y.6			0.868	
Z.1		0.893		
Z.2		0.905		
Z.3		0.833		
Z.4		0.840		
Z.5		0.807		

Source: Smart PLS 3.3.3

In the image and table 1 above, all loading factor indicators have a value  $> 0.7$ , meaning that the indicator is a valid indicator because it is greater than 700 or 0.7.

### *Discriminant Validity*

In this section, the results of the discriminant validity test will be described. The discriminant validity test uses the cross loading value. An indicator is declared to meet discriminant validity if the cross loading value of the indicator on its variable is the largest compared to other variables. The following are the cross loading values of each indicator:

**Table 2. Discriminant Validity**

	Organizational Culture (X2)	Organizational Commitment (Z)	Work Performance (Y)	Job Stress (X1)
X1.1	-0.837	-0.771	-0.733	0.898
X1.2	-0.692	-0.795	-0.801	0.766
X1.3	-0.773	-0.737	-0.751	0.901
X1.4	-0.703	-0.667	-0.671	0.874
X1.5	-0.788	-0.734	-0.728	0.816
X2.1	0.774	0.644	0.694	-0.699
X2.2	0.789	0.685	0.719	-0.608
X2.3	0.920	0.807	0.732	-0.822
X2.4	0.884	0.788	0.727	-0.778
X2.5	0.871	0.771	0.805	-0.857
X2.6	0.881	0.832	0.801	-0.798
Y.1	0.718	0.770	0.860	-0.692
Y.2	0.746	0.739	0.831	-0.658
Y.3	0.775	0.828	0.888	-0.763
Y.4	0.733	0.757	0.802	-0.779
Y.5	0.706	0.771	0.799	-0.769
Y.6	0.737	0.732	0.868	-0.726
Z.1	0.837	0.893	0.807	-0.793
Z.2	0.776	0.905	0.821	-0.780

Z.3	0.718	0.833	0.732	-0.719
Z.4	0.765	0.840	0.751	-0.738
Z.5	0.693	0.807	0.789	-0.714

Source: Smart PLS 3.3.3

There is a cross loading value of the Organizational Culture variable that is greater than the cross loading of other variables. There is a cross loading value of the Organizational Commitment variable that is greater than the cross loading of other variables. There is a cross loading value of the Work Achievement variable that is greater than the cross loading of other variables. There is a cross loading value of the Work Stress variable that is greater than the cross loading of other variables. Based on the cross loading results above, the value is valid in a discriminant manner for each variable.

### Composite reliability

The next test is the composite reliability of the indicator block that measures the construct. A construct is said to be reliable if the composite reliability value is above 0.60. Then it can also be seen by looking at the reliability of the construct or latent variable which is measured by looking at the cronbachs alpha value of the indicator block that measures the construct. A construct is declared reliable if the cronbachs alpha value is above 0.7. The following describes the results of the construct for each variable, namely Job Satisfaction, Employee Performance and Organizational Commitment with each variable and indicator. The following is a table of loading values for the research variable constructs produced by running the Smart PLS program in the following table:

**Table 3. Construct Reliability and Validity**

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture (X2)	0.925	0.942	0.731
Organizational Commitment (Z)	0.909	0.932	0.733
Work Performance (Y)	0.917	0.936	0.709
Job Stress (X1)	0.905	0.930	0.727

Source: Smart PLS 3.3.3

In table 3 above, it can be seen in the cronbach alpha column that each variable has a value greater than 0.7, which means that the reliability data for each variable. The composite reliability column has a value greater than 0.6, so it can be explained that each variable is considered reliable because the data is greater than 0.6. It can be seen from the AVE column that each variable gets a value greater than 0.7, which means that the data is valid according to AVE. All variables from the cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6, so they are considered reliable and valid.

### Inner Model Analysis

Structural model evaluation (inner model) is conducted to ensure that the basic model created is strong and accurate. The stages of examination conducted in the primary model assessment are seen from several markers, namely:

## 1. Coefficient of Determination (R<sup>2</sup>)

Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

**Table 4. R Square Results**

	R Square	Adjusted R Square
<b>Organizational Commitment (Z)</b>	0.820	0.815
<b>Work Performance (Y)</b>	0.859	0.853

Source: Smart PLS 3.3.3

There is an R square value in table 4, the Organizational Commitment variable has an R square value of 0.820 so that it can be explained the influence of work stress and organizational culture variables on organizational commitment of 0.820 or 82.0% the rest is on other variables. The work performance variable R square value of 0.859 can be explained the influence of work stress, organizational culture, organizational commitment variables on work performance of 0.859 or 85.9% the rest is on other variables.

## Hypothesis Testing

After assessing the inner model, the next step is to evaluate the relationship between latent constructs as hypothesized in this study. Hypothesis testing in this study was conducted by looking at the T-Statistics and P-Values. The hypothesis is accepted if the T-Statistics value is > 1.96 and P-Values < 0.05. The following are the results of the Path Coefficients of direct influence:

**Table 5. Path Coefficients (Direct Effect)**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Results
<b>Organizational Culture (X2) -&gt; Organizational Commitment (Z)</b>	0.518	5,011	<b>0,000</b>	<b>Accepted</b>
<b>Organizational Culture (X2) -&gt; Work Performance (Y)</b>	0.195	1,811	<b>0.035</b>	<b>Accepted</b>
<b>Organizational Commitment (Z) -&gt; Work Performance (Y)</b>	0.554	5,008	<b>0,000</b>	<b>Accepted</b>
<b>Job Stress (X1) -&gt; Organizational Commitment (Z)</b>	-0.412	3,901	<b>0,000</b>	<b>Accepted</b>
<b>Job Stress (X1) -&gt; Job Performance (Y)</b>	-0.211	1,799	<b>0.036</b>	<b>Accepted</b>

Source: Smart PLS 3.3.3

In table 5 there are direct influence results, these results will be explained by the researcher as follows:

1. Organizational Culture has a positive and significant effect on Organizational Commitment with a value of 0.518 and a significance of 0.000. If organizational culture increases, organizational commitment will also increase, conversely, if it decreases, organizational commitment will decrease.
2. Organizational culture has a positive and significant effect on work performance with a value of 0.195 and a significance of 0.035. If there is an increase in organizational culture,

- work performance will also increase. If there is a decrease, work performance will also decrease.
3. Organizational Commitment has a positive and significant effect on Work Performance with a value of 0.554 and a significance of 0.000. If there is an increase in organizational commitment, there will be an increase in work performance, conversely, if it decreases, work performance will decrease.
  4. Work stress has a negative and significant effect on organizational commitment with a value of -0.412 and a significance of 0.000. If work stress decreases, organizational commitment will increase, conversely, if work stress increases, organizational commitment will decrease.
  5. Work stress has a negative and significant effect on work performance with a value of -0.211 and a significance of 0.036, meaning that if work stress increases, work performance will decrease and if work stress decreases, work performance will increase.

**Table 6. Path Coefficients (Indirect Effect)**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Results
<b>Organizational Culture (X2) -&gt; Organizational Commitment (Z) -&gt; Work Performance (Y)</b>	0.287	3,319	<b>0,000</b>	<b>Accepted</b>
<b>Job Stress (X1) -&gt; Organizational Commitment (Z) -&gt; Job Performance (Y)</b>	-0.228	3,301	<b>0.001</b>	<b>Accepted</b>

Source: Smart PLS 3.3.3

In table 6 there are the results of the indirect influence that will be explained by the researcher, therefore the results of this study are as follows:

1. Organizational Culture has a positive and significant influence on Work Performance through Organizational Commitment with a value of 0.287 and a significance of 0.000, meaning that organizational commitment is an intervening variable because it is able to influence significantly, meaning that with organizational commitment, it has a good influence on work performance and organizational culture directly and can improve both variables.
2. Work stress has a negative and significant effect on work performance through organizational commitment with a value of -0.228 and a significance of 0.001, meaning that organizational commitment is an intervening variable because it is able to significantly influence work performance and work stress, but commitment is still unable to improve work performance due to the strong work stress that occurs in the organization.

## CLOSING

### Conclusion

1. Organizational Culture has a positive and significant influence on Organizational Commitment with a value of 0.518 and a significance of 0.000.
2. Organizational Culture has a positive and significant influence on Work Performance with a value of 0.195 and a significance of 0.035.
3. Organizational Commitment has a positive and significant effect on Work Performance with a value of 0.554 and a significance of 0.000.
4. Work stress has a negative and significant effect on Organizational Commitment with a value of -0.412 and a significance of 0.000.

5. Work stress has a negative and significant effect on work performance with a value of -0.211 and a significance of 0.036.
6. Organizational Culture has a positive and significant influence on Work Performance through Organizational Commitment with a value of 0.287 and a significance of 0.000.
7. Work stress has a negative and significant effect on work performance through organizational commitment with a value of -0.228 and a significance of 0.001.

### Suggestion

1. Organizations must know or see employees who are stressed at work to avoid mistakes at work and give them time to calm their minds, this should be in every organization providing support and advice for employees who are stressed at work instead of adding other work for these employees.
2. Organizations should build a good organizational culture for employees to improve their performance and work results.
3. Organizations must provide compensation to employees who have achievements in the organization to support employee enthusiasm for work.
4. Organizations must increase employee organizational commitment by providing facilities and comfort within the organization.
5. Organizations can use this research as constructive input and reduce internal organizational problems.
6. Other researchers can use this research as reference and supporting material for new research and to develop this research.

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