

The Influence of Work Environment and Organizational Culture on Organizational Commitment in Mediation by Work Stress at Bank Indonesia Representative Office in North Sumatra Province

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Abstract

This study aims to see the Influence of Work Environment and Organizational Culture on Organizational Commitment in Mediation by Work Stress at the Bank Indonesia Representative Office in North Sumatra Province. Bank Indonesia is an independent state institution tasked with considering economic policies in Indonesia. In addition to these functions, Bank Indonesia has an internal scope of work that is under the management of the Internal Management field. One of the sections under the internal division of Bank Indonesia is the Human Resources (HR) section. Bank Indonesia's human resources have several tasks in managing employees, one of which is the processing of employee health data. The results of this study are as follows: Organizational Culture has a positive and insignificant effect on Organizational Commitment with the original sample value of 0.129 and p values of 0.205. Organizational Culture had a negative and significant effect on Work Stress with a sample value of -0.498 and p values of 0.000. The Work Environment had a non-significant positive effect on Organizational Commitment with the original sample value of 0.483 and p values of 0.002. The Work Environment had a negative and significant effect on Work Stress with the original sample value of -0.476 and p values of 0.000. Work Stress had a negative and significant effect on Organizational Commitment with the original sample value of -0.107 and p values of 0.308. 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. The Work Environment had a positive and insignificant effect on Organizational Commitment through Work Stress with the original sample value of 0.051 and p values of 0.306.

Keywords:

Work Environment, Organizational Culture, Work Stress, Organizational Commitment

Introduction

Background

Bank Indonesia is an independent state institution tasked with considering economic policies in Indonesia. In addition to these functions, Bank Indonesia has an internal scope of work that is under the management of the Internal Management field. One of the sections under the internal division of Bank Indonesia is the Human



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Resources (HR) section. Bank Indonesia's human resources have several tasks in managing employees, one of which is the processing of employee health data. The role of human resources (HR) in an organization is one of the most important resources that a company must have, namely human resources. Human resources are the determining factor and driving motor that will greatly determine the success or failure of an organization, company, or agency to achieve goals. Human Resources (HR) has a very important role in an organization, both private agencies and government agencies. Human resources are one of the determinants of an organization in achieving its goals. Thus, human resources are part of an organizational system, which of course is also part of the performance management system with an emphasis on achieving work results, both individual performance and organizational performance. For this reason, every individual must have the ability to carry out their duties and responsibilities. Better resources will shape better performance of the Cape, (2019)

The work environment is an environment where employees do their work on a daily basis. The work environment can affect the comfort level of employees so that a comfortable work environment is needed by employees to be able to work optimally and productively. However, in the workplace there are several factors that affect the work environment such as physical factors, chemical factors, biological factors and psychological factors. All of these factors can cause disturbances to the work atmosphere and affect the health and safety of the workforce. For this reason, health efforts for each individual need to be maintained and improved wherever the individual is, including in the workplace. Because in the workplace there are various kinds of physical factors that can cause work accidents and occupational diseases, one of the physical factors in the workplace is lighting. The work environment refers to the factors that affect the atmosphere and conditions in the workplace. It includes various elements such as company culture, organizational policies, team dynamics, employee relations, management structure, technology used, as well as physical aspects such as space and facility design. A good work environment can increase productivity, creativity, job satisfaction, and employee well-being, while an uncondusive work environment can result in stress, tension, and decreased performance.

Organizational culture refers to a set of norms, values, beliefs, behaviors, and practices that are embraced and practiced by individuals in an organization. This culture reflects the organization's unique identity, influencing the way people work together, communicate, and interact with each other within the work environment. Organizational culture is now a topic of conversation everywhere, both among experts and among business practitioners and executives, because many of these organizational cultures have succeeded in making an organization more stable, more advanced, more anticipatory to environmental changes. A strong and deep-rooted organizational culture will be able to make a significant contribution to the 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 behaviors of the members of the organization. There is a lot of evidence that the success of an organization is due to its strong culture that makes the organization more confident and ultimately more effective. Work stress is a condition in which a person feels depressed or anxious due to demands, burdens, or situations that occur at work. Work stress can be caused by a variety of factors, including deadline pressure, high performance demands, interpersonal conflicts, job uncertainty, or a lack of support from superiors or coworkers. The impact of work stress can vary, from physical and mental health problems to decreased productivity and job satisfaction. Therefore, it is important for individuals and organizations to identify and manage work stress well.

Work stress is a form of physical and psychological reactions that arise while working but are not synchronized with the skills of workers so that they become a common problem obtained in the modernization period. Sources of stress are conditions and expectations in the workplace that do not correspond to one's physical abilities, available time, or lack of skills. (Gulo & Pardede, 2021). Organizational commitment is the level of attachment, loyalty, and dedication of employees to the organization they work for. This commitment includes a desire to stay with the organization, devote time and energy to achieving the organization's goals, and feel that it has a stake in the long-term success of the organization. Strong organizational commitment is essential to the long-term success of an organization. Employees who have a high level of commitment tend to be more productive, more engaged, and more likely to stay long-term, reducing recruitment and training costs to replace departing employees.

Organizational commitment is an interesting phenomenon because of the importance of a person's commitment to the company where the individual works or his organization, therefore many researchers want to research about organizational commitment. According to Sianipar and Haryani (2014) organizational commitment is the attitude and feelings that each individual has towards his or her organization, this attitude can be seen from the decision of each individual to continue or not continue their membership in the organization, and can contribute the best to the progress of the company where they work wholeheartedly. Organizational commitment is a feeling in the form of belief in the values contained in an organization, the involvement of individuals for the benefit of the organization with full effort, and loyalty to the organization (wanting to become a permanent member of the organization) which is a statement from an employee in his organization. The high organizational commitment from employees will encourage employees to be responsible and provide more energy to support the success and welfare of the company where they work (Dewi, 2015).



The phenomenon that occurs at the Bank Indonesia Representative Office is the lack of employee commitment to the organization, which triggers work stress that occurs in employees, the emergence of a lack of organizational commitment due to a less supportive work environment, making employees lazy to work and committed so that employee performance is reduced with a poor organizational culture, which also makes employees feel stressed in working with a poor environment and organizational culture which is also less supportive to increase organizational commitment.

Problem Formulation

Based on the background of the problem described, the formulation of the problem in this study is as follows:

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 effect on Work Stress at Bank Indonesia Representative Office in North Sumatra Province?
3. Does the Work Environment have a positive and significant effect on the Organizational Commitment at the Bank Indonesia Representative Office in North Sumatra Province?
4. Does Organizational Culture have a positive and significant effect on Organizational Commitment at Bank Indonesia Representative Office in North Sumatra Province?
5. Does Work Stress have a positive and significant effect on Organizational Commitment at the Representative Office of Bank Indonesia in North Sumatra Province a?
6. Does the Work Environment have a positive and significant effect on Organizational Commitment through Work Stress at the Bank Indonesia Representative Office in North Sumatra Province?
7. Does Organizational Culture have a positive and significant effect on Commitment through Organizational Work Stress at Bank Indonesia Representative Office in North Sumatra Province?

Research Objectives

Based on the formulation of the problem, the objectives of this study are as follows:

1. To find out and analyze the influence of the Work Environment on Work Stress at the Bank Indonesia Representative Office in North Sumatra Province.
2. To find out and analyze the influence of Organizational Culture on Work Stress at the Bank Indonesia Representative Office in North Sumatra Province.



3. To find out and analyze the influence of the Work Environment on Organizational Commitment at the Bank Indonesia Representative Office in North Sumatra Province.
4. To find out and analyze the influence of Organizational Culture on Organizational Commitment at the Bank Indonesia Representative Office in North Sumatra Province.
5. To find out and analyze the influence of Work Stress on Organizational Commitment at the Bank Indonesia Representative Office in North Sumatra Province.
6. To find out and analyze the influence of the Work Environment on Organizational Commitment through Work Stress at the Bank Indonesia Representative Office in North Sumatra Province.
7. To find out and analyze the influence of Organizational Culture on Organizational Commitment through Work Stress at the Bank Indonesia Representative Office in North Sumatra Province.

Theoretical Framework

Work Environment

Definition of Work Environment

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

Work Environment Indicators

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

1. Lighting Lighting that is enough to emit the right light will increase the work efficiency of employees, because they can work faster and make fewer mistakes and their eyes do not get tired quickly.
2. Color is one of the important factors to increase the work efficiency of employees, especially color will affect their state of mind by using the right color on the walls of the room and other tools, the joy and calmness of work of employees will be maintained.
3. Air Regarding this air factor, what is often the air temperature and the amount of moisture in the air.
4. Sound To overcome the occurrence of noise, it is necessary to put devices that have loud sounds, such as typewriters, telephone sets, motorcycle parking, and others. In a special room, so as not to interfere with other workers in carrying out their duties.



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Organizational Culture

Definition of Organizational Culture

Fahmi (2017) stated that "Organizational culture is the result of the process of fusing the cultural style and behavior of each individual that was brought previously into a new norm and philosophy, which has the energy and pride of the group in facing something and certain goals". Organizational culture is a habit that has been going on for a long time and is used and applied in the life of work activities as one of the drivers to improve the quality of work of employees and company managers (Edison, 2016).

Indicators of Organizational Culture

According to Edison (2016) to support performance, a strong organizational culture is needed. Indicators of organizational culture are as follows:

1. Self-awareness Members of the organization consciously work to get satisfaction from their work, develop themselves, obey the rules, and offer quality products and high services.
2. Aggressiveness Members of the organization set challenging but realistic goals. They set work plans and strategies to achieve these goals and pursue them with enthusiasm.
3. Personality Members are respectful, friendly, open, and sensitive to group satisfaction and pay great attention to aspects of customer satisfaction, both internal and external customers.
4. Performance Members of the organization have the value of creativity, meeting 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 gets high satisfaction and mutual commitment.

Work Stress

Definition of Work Stress

According to Afandi (2018) Work 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. According to (Rivai, 2018) Work stress is a state of tension that creates a physical and psychological imbalance that affects an employee's emotions, thought processes, and condition

Work Stress Indicators

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

1. Task Demands Are factors associated with a person's work such as working conditions, physical location work arrangements.



2. Role Demands Related to the pressure exerted on a person as a function of a certain role played in an organization.
3. Interpersonal Demands Are pressures created by other employees.
4. Organizational Structure An overview of an agency that is colored by an unclear organizational structure, lack of clarity regarding positions, roles, authorities, and responsibilities.
5. Organizational Leadership Is Providing a management style to the organization. Some of these parties can create an organizational climate that involves tension, fear and anxiety.

Organizational Commitment

Definition of Organizational Commitment

According to Robbin and Judge translated by Zelvia (2015), organizational commitment is a situation where an employee takes sides with a certain organization and his goals and desires to maintain membership in the organization. According to Allen and Meyer (2016), organizational commitment is an attitude that reflects the loyalty of the organization to the organization and the continuous process where its members express their concern for the organization and its continuous success and progress.

Indicators of Organizational Commitment

Organizational commitment according to Robbin and Judge translated by Zelvia (2015) states three dimensions, namely as follows:

1. Affective commitment, occurs when employees want to be part of the organization because of emotional attachment or psychological attachment to the organization and belief in its values.
 - a. Desire for a career in an organization
 - b. Trust in the organization
 - c. Organizational service
2. Continuance commitment, the economic value felt from staying in an organization when compared to leaving the organization.
 - a. An employee's love for the organization
 - b. The desire to stick with his job
 - c. Willing to sacrifice personal interests
 - d. Employees' interest in the job
 - e. Uncomfortable leaving your current job
3. Normative commitment, the obligation to stay in the organization for moral or ethical reasons.
 - a. Loyalty to the organization
 - b. Happiness at work
 - c. Pride in working for the organization



Conceptual Framework

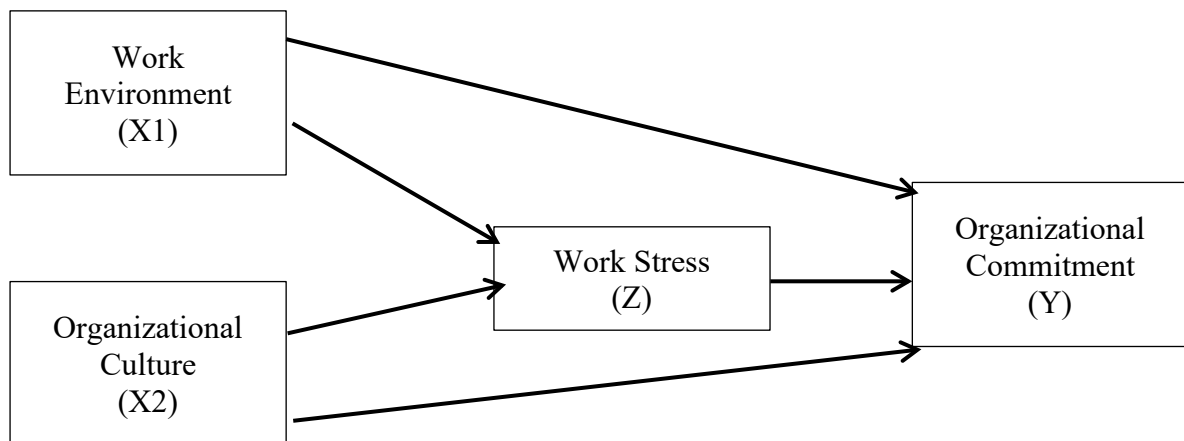


Figure 1 : Conceptual Framework

Hypothesis

Based on the conceptual framework above, the research hypothesis is as follows:

- 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 effect on Work Stress at the Bank Indonesia Representative Office in North Sumatra Province.
- H3 The Work Environment has a positive and significant effect on the Organizational Commitment at the Bank Indonesia Representative Office in North Sumatra Province.
- H4 Organizational Culture affects the Organizational Commitment at the Bank Indonesia Representative Office in 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 The Work Environment has a positive and significant effect on Organizational Commitment through Work Stress at the Bank Indonesia Representative Office in North Sumatra Province.

H7 Organizational Culture has a positive and significant effect on Organizational Commitment through Work Stress at the Bank Indonesia Representative Office in North Sumatra Province.

Research Methods

Type of Research

In this study, the researcher will use a type of quantitative research, Quantitative research is a type of scientific research that uses a quantitative approach in data collection and analysis to answer research questions or test hypotheses. This method often collects data in the form of numbers or statistics, and its analysis uses statistical techniques to produce strong generalizations about the population being studied. According to Sugiyono (2016), quantitative research is research by obtaining data in the form of numbers or qualitative data that is raised.

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 City Hall street no 4 Medan.

Population

The population of this study is 70 employees of Bank Indonesia North Sumatra "Population" is a term used to refer to the total number of individuals in a certain group or area at a certain time. The term is often used in a variety of contexts, such as in the fields of 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. Population development can be affected by a variety of factors, including birth rates, deaths, migration, and other environmental factors. According to Sugiyono (2016), population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions.

Sample

The sample used for this study is all the population in the Bank Indonesia office, which is 70 employees. According to Sugiyono (2016), the sample is part of the number and characteristics possessed by the population. The sample technique used is a saturated sample technique. The sample is used to represent the characteristics or traits of the population. Sampling is often done in scientific research, surveys, statistics, and other fields to generalize or analyze a larger population. By using a



representative sample, we can make inferences or inferences about the population more efficiently and economically than trying to collect data from the entire population.

Research Data Sources

The research data source used is the primary data source Primary data source refers to information sources that are 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 tailored to specific research or analysis needs. According to Sugiyono (2016), primary sources are data that directly provide data to data collectors.

Data Collection Techniques

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

Data Analysis Techniques

The data processing in this study uses smartPLS SEM (Partial Least Square – Structural Equation Modeling) software. PLS is capable of explaining the relationship between variables and is capable of 29 analyses in one test. The purpose of PLS is to help researchers to confirm theories and to explain whether or not there is a relationship between latent variables. According to Imam Ghozali (2016), the PLS method is able to describe latent variables (not measured directly) and measured using indicators. The author uses Partial Least Square because this study is a latent variable that can be measured based on the indicators so that the author can analyze 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 as well as the cronbach alpha for the indicator block (Ghozali, 2015). The tests carried out on the outer model are:

1. Convergent Validity: The convergent validity value can be seen from the correlation between the score of an item or indicator and its construction. An indicator is considered reliable if it has a correlation value above 0.7, but nevertheless at the scale development stage research, the loading factor value of 0.5 – 0.6 is still acceptable (Ghozali, 2015).



2. Discriminant Validity: This value is a cross loading value that is useful for finding out whether the construct has adequate discrimination, namely by comparing the loading value of the intended construct must be greater than the loading value with other constructs (Ghozali, 2015).
3. Average Variance Extracted (AVE): The expected AVE value > 0.5 (Ghozali, 2015).
4. Composite Reliability: the composite reliability value must be > 0.7 for confirmatory research and a value of $0.6 - 0.7$ is still acceptable for exploratory research. (Ghozali, 2015).
5. Cronbachs Alpha: A value of > 0.7 is expected for all constructs, but for exploratory studies > 0.6 is still acceptable (Ghozali, 2015).

Inner model analysis

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

1. The Coefficient of Determination (R^2) is used to find out how much the exogenous variable influences the endogenous variable. An R^2 value of 0.75 is said to be good, 0.50 is said to be moderate, and 0.25 is said to be weak (Ghozali, 2015).
2. Model Fit Test (Model Fit) is used to validate the combined performance between the measurement model and the structural model whose value ranges from $0-1$ with interpretations of $0 - 0.25$ (small), $0.25 - 0.36$ (moderate) and above 0.36 (large) (Setiawan, 2016).
3. Path Coefficients is a standard regression coefficient that shows the direct influence of an independent variable on a dependent variable in a particular path model (Hakam, 2015).

Hypothesis Testing

After conducting various evaluations, both the outer model and the inner model, the next step is to test the hypothesis. Hypothesis tests are used to explain the direction of the relationship between independent variables and their dependent variables. Hypothesis testing is carried out by looking at the probability value and its t-statistics. (Ghozali, 2015).

RESULTS AND DISCUSSION

Outer Model Analysis

Testing the measurement model (outer model) is used to determine the specific relationship between the latent variable and the dependent variable. Includes convergent validity, discrimination, and reliability.



Convergent Validity

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

Table 1. Outer Loadings/Cross Loadingning

	Organizational Culture (X2)	Organizational Commitment (Y)	Lingkungan_Kerja (x1)	Stress Kerja_(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 the test cannot be carried out at the next stage before it has 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, it will be recalculated without Y.1.



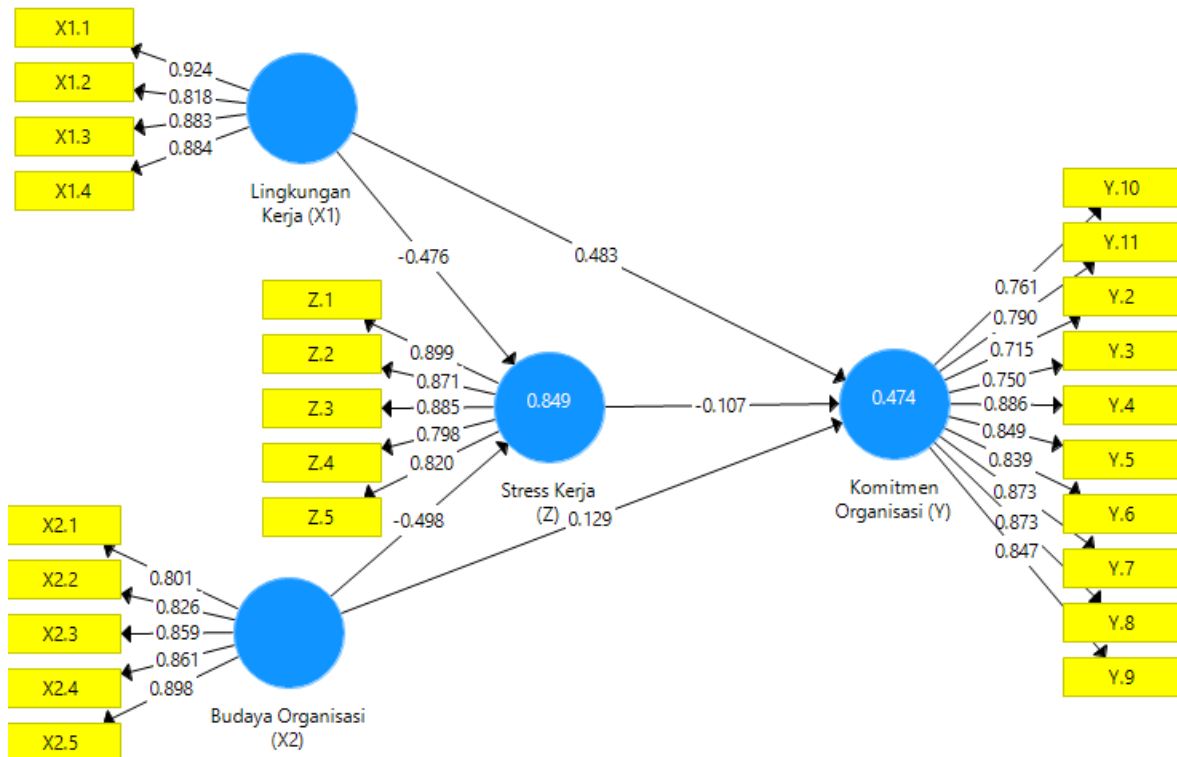


Figure 2: Outer Model

Source : Smart PLS 3.3.3

The output of Smart PLS for the 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)	Lingkungan_Kerja (x1)	Stress Kerja_(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

As can be seen in table 2, the value that does not reach 0.7 has been removed 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.

Discriminate Validity

The next step of analysis is to determine which data is valid reviewed from the validity of the discrimination. The purpose is to find out whether the cross loading of nilia is greater than other variables so that it can determine the sensitivity of the indicator to high corrections 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)	Lingkungan_Kerja (x1)	Stress Kerja_(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 of 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 in other latent variables, for the cross loading factor in the organizational commitment variable there is a greater value than the cross loading factor value in other latent variables, for the cross loading factor in the work environment variable there is a greater value than the cross loading factor Loading factors in other latent variables, for cross loading variables of work stress there is a greater value than cross loading factors in other latent variables, so this study is considered valid as a discriminant.

Composite reliability

In composite reliability analysis, each variable is compared to its reliability coefficient; if the reliability coefficient of the variable is more than 0.60 then the analysis is considered reliable; if the reliability coefficient of the variable is between 0.60 and 0.07, then the analysis is unreliable; There are several blocks to determine whether the results of the analysis 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 Extracted Variance (AVE)
Organizational Culture (X2)	0,903	0,928	0,722
Organizational Commitment (Y)	0,945	0,953	0,673
Lingkungan_Kerja (x1)	0,901	0,931	0,771
Stress Kerja_(Z)	0,909	0,932	0,732

Source : Smart PLS 3.3.3

In table 4, it can be seen that each variable has an indigo greater than 0.07 in Cronbach's alpha coefficient, which shows that the data of each variable is reliable. The reliability coefficient of composition 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. As can be seen from the AVE column, each variable has a value greater than or equal to 0.7 which indicates that the data is valid in the AVE format. Each variable in the Cronbach alpha, reliability, and AVE columns has values greater than 0.07 and 0.6 which indicates that the variable is valid and reliable.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out 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 is obtained as follows:

Table.5.R Square Result

	R Square	Adjusted R Square
Organizational Commitment (Y)	0,474	0,450
Stress Kerja_(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 changed to a percent of 47.4%, meaning the influence of the work environment, organizational culture and work stress on organizational commitment is 47.4%, the rest is in other variables, for the R square value of work stress is 0.849 if it is a



percentage of 84.9%, it means the influence of the work environment and organizational culture on work stress 84.9% and the rest are in 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. The examination of speculation in this analysis is carried out 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 immediate impact of the Road Coefficient is what happens next.

Table 6. Path Coefficients

	Original Sample (O)	T Statistics (O/STDEV I)	P Values	Result
Organizational Culture (X2) -> Organizational Commitment (Y)	0,129	0,823	0,205	Rejected
Organizational Culture (X2) -> Stress Kerja_(Z)	-0,498	6,492	0,000	Accepted
Lingkungan_Kerja (X1) -> Organizational Commitment (Y)	0,483	2,876	0,002	Accepted
Lingkungan_Kerja (X1) -> Stress Kerja_(Z)	-0,476	6,438	0,000	Accepted
Stress Kerja_(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 more a good organizational culture increases, the more the organization's commitment also increases.
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 is not good, it will increase work stress and if the organizational culture is not good, then work stress will also decrease.
3. The Work Environment has a positive and insignificant effect on the Organization's Commitment with the original sample value of 0.483 and p values of 0.002. This means that not every bad work environment employees do not have commitment, and not necessarily with a good environment, employees have their work commitment.
4. Work Environment has a negative and significant effect on Work Stress with the original sample value of -0.476 and p values of 0.000. This means that if the bad

environment increases, work stress will increase, on the other hand, if the bad environment decreases, then work stress will also decrease.

5. Work Stress has a negative and significant effect on Organizational Commitment with the original sample value of -0.107 and p values of 0.308. This means that if work stress decreases, commitment will increase, on the contrary, if work stress increases, commitment will decrease.

Table 7. Path Coefficients

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Result
Organizational Culture (X2) -> Stress Kerja_(Z) -> Organizational Commitment (Y)	0,053	0,481	0,315	Rejected
Lingkungan_Kerja (X1) -> Stress Kerja_(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 affect indirectly and insignificantly, with the existence of work stress proving that employees will still hold their culture towards the organization and be committed to the organization even though they are stressed at work.
2. The Work Environment has a positive and insignificant effect on Organizational Commitment through Work Stress with the 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.

Conclusion

After obtaining the results of the research, the conclusions in this study are 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.
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. The Work Environment has a positive and insignificant effect on the Organization's Commitment with the 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 the 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 the 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 the original sample value of 0.053 and p values of 0.315.
7. The Work Environment has a positive and insignificant effect on Organizational Commitment through Work Stress with the original sample value of 0.051 and p values of 0.306.

Suggestion

After getting the conclusion, the suggestions in this study are as follows:

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

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