The Effect of Work Stress and Organizational Culture on Work Performance with Organizational Commitment as an Intervening Variable at the Bank Indonesia Representative Office in North Sumatra Province

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Abstract

Employees are not mere resources, but more in the form of capital or assets for institutions or organizations. Therefore, a new term emerged outside of *human resources*, namely human capital. Here, human resources are seen not only as the main asset, but as an asset that has value and can be multiplied, developed (compared to an investment portfolio) and not the other way around as a liability (burden). Here, the perspective of human resources as an investment for institutions or organizations is more prominent. The results of this study are as follows: Organizational Culture has a positive and significant effect on Organizational Commitment with a value of 0.518 and a significant 0.000 Organizational Culture has a positive and significant effect on Work Performance with a value of 0.195 and a significant 0.035. The Organization's commitment has a positive and significant effect on Work Performance with a value of 0.554 and a significant 0.000. Work Stress had a negative and significant effect on Organizational Commitment with a value of -0.412 and a significant 0.000. Work Stress had a negative and significant effect on Job Achievement with a value of -0.211 and a significant 0.036. Organizational Culture has a positive and significant effect on Work Achievement through Organizational Commitment with a value of 0.287 and a significant 0.000. Work Stress has a negative and significant effect on Work Achievement through Organizational Commitment with a value of -0.228 and a significant value of 0.001.

Keywords:

Work Stress, Organizational Culture, Organizational Commitment, Work Performance

Introduction

Background

Human resources (often abbreviated as HR) is one of the most important things that cannot even be separated from an organization, both institutions and companies. Human resources are also the key to determining the company's development. In essence, human resources are human resources in the form of people employed in an organization as drivers, thinkers and planners to achieve the goals of the organization. Employees are not mere resources, but more in the form of capital or assets for institutions or organizations. Therefore, a new term emerged outside of *human resources*, namely human capital. Here, human resources are seen not only as the main

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asset, but as an asset that has value and can be multiplied, developed (compared to an investment portfolio) and not the other way around as a liability (burden). Here, the perspective of human resources as an investment for institutions or organizations is more prominent.

The definition of human resources can be divided into two, namely the micro definition and the macro definition. The definition of human resources in micro is an individual who works and becomes a member of a company or institution and is commonly referred to as an employee, laborer, employee, worker, laborer and so on. Meanwhile, the definition of human resources on a macro level is the population of a country that has entered the age of the labor force, both those who have not worked and those who have already worked.

So that overall, the definition of human resources is an individual who works as a driver of an organization, both an institution and a company and functions as an asset that must be trained and developed in its capabilities.

Workplace stress is experienced almost daily by employees in big cities. The workforce in big cities, including Medan, is mostly made up of urban and industrial workers. They are often constrained by deadlines for completing tasks, a diverse and increasingly diverse work environment, interpersonal conflicts, high turnover rates, and a variety of other factors that contribute to stress. Stress at work is a serious problem for companies because it can affect the productivity of employees and the company. Zainal et al. (2014) argue that stress is an umbrella term that includes stress, burden, conflict, fatigue, tension, panic, anxiety and depression. Work stress is a state of tension that creates a physical and psychological imbalance, which affects an employee's emotions, thought processes, and condition. Stress can act as a destroyer of work performance, such as a decrease in performance at work. In simple terms, this means that stress has the potential to encourage or interfere with work performance, depending on how much stress the employee is experiencing. Company culture is one way tobuilding human resourcescompanies through aspects of changing attitudes and behaviors. This has the goal of making employees better individuals and able to adapt to facing challenges in the industrial era towards*Society*Here it isthe function of MSDM in an organizationNeeded.

In other words,Culture within the organizationis an invisible social force. However, it is able to mobilize people in it to do their work effectively and efficiently. Employees in the organization will learn and adapt to the prevailing culture, what is good and bad, right and wrong, do's and don'ts, and other rules. At the same time, each member realizes thatThe role of organizational culture is very importantfor the progress of the company and the results of work. Organizational culture refers to the beliefs and principles of the organization. Every organization has its own unique culture. It is the same as humans. Have their own personality traits, where no two individuals have the same traits and behaviors. Therefore, every organization has

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aVision and Mission, different policies, values, rules, and guidelines in creating self-image or*Personal Branding*.

Employee performance is very important in a company to achieve its goals, so the company makes various efforts to improve it. Achievement at work is one of the needs that everyone wants to achieve at work. Employee work performance is not the same, this is because each employee has different abilities and willingness to carry out work. Work performance is a very important factor in determining the progress of an organization, both private organizations and government organizations. Organizations that have employees who have good work performance will certainly encourage the progress of the organization. With these advances, organizations will be able to increase their 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 every employee is able to improve their work performance. In this case, there are many factors that play an important role in the progress of an employee's work performance such as work discipline, work environment, work motivation, salary and benefits, and others. By having disciplined employees, a comfortable work environment, good motivation, and high salaries, it will further encourage every employee to improve their work performance better than before. In this case, work discipline and work environment are the main factors that want to be seen in relation to work performance.

Organizational Commitment has long been an important topic and is relatively often talked about in the world of work. This can be seen from the number of organizations that include the element of Commitment as one of the requirements to fill positions in the organization. According to Idrus (2022), organizational commitment is the loyalty of members to the organization which is shown through the achievement of goals, values, and the desire to try to be part of the organization. Organizational commitment is considered important because it can affect the behavior and relationships of members in the organization such as attendance, performance, and willingness to stay in the organization. Thus, Organizational Commitment is one of the important factors in achieving organizational goals, both in business organizations and non-profit social organizations such as educational institution organizations.

The phenomenon that occurs at the Bank Indonesia Representative Office in North Sumatra Province is the imbalance in work with the number of employees, making employees forced to work even harder, this makes many employees feel stress at work so that employees or employees are not able to carve out their work performance properly because of the occurrence of stress at work, excessive work stress can lead to bad things happening individually, employees will get tired easily and Sick because of stress and because of this the organization's commitment will be reduced and thinking about quitting its work, a bad organizational culture also

triggers the onset of work stress that feels that employees with a bad organizational culture make employees easily stressed.

Problem Formulation

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

1. Does Work Stress have a positive and significant effect on Organizational Commitment at Bank Indonesia Representative Office in North Sumatra Province?
2. Does Work Stress have a positive and significant effect on Organizational Commitment at Bank Indonesia Representative Office in North Sumatra Province?
3. Does Work Stress have a positive and significant effect on Job Achievement at Bank Indonesia Representative Offices in North Sumatra Province?
4. Does Work Stress have a positive and significant effect on Job Achievement at Bank Indonesia Representative Offices in North Sumatra Province?
5. Does Organizational Commitment have a positive and significant effect on Work Achievement at Bank Indonesia Representative Office in North Sumatra Province?
6. Does Work Stress have a positive and significant effect on Work Achievement through Organizational Commitment at the Bank Indonesia Representative Office in North Sumatra Province?
7. Does Work Stress have a positive and significant effect on Work Achievement through Organizational Commitment at the Bank Indonesia Representative Office in North Sumatra Province?

Research Objectives

After the background has been described and the formulation of the problem has also been described, the objectives of this research are as follows;

1. To find out and analyze the influence of Work Stress on Organizational Commitment at the Bank Indonesia Representative Office in North Sumatra Province.
2. To find out and analyze the influence of Organizational Culture on Organizational Commitment at the Bank Indonesia Representative Office in North Sumatra Province.
3. To find out and analyze the effect of Work Stress on Job Performance at the Bank Indonesia Representative Office in North Sumatra Province.
4. To find out and analyze the influence of Organizational Culture on Work Achievement at the Bank Indonesia Representative Office in North Sumatra Province.
5. To find out and analyze the influence of Organizational Commitment on Work Performance at the Bank Indonesia Representative Office of North Sumatra Province.

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

Theoretical Framework
Work Stress
Definition of Work Stress

According to (Oemar & Gangga 2017) Stress is a dynamic condition in which an individual is faced with opportunities, limitations, or demands according to the expectations of the results to be achieved in important and uncertain conditions. This statement agrees with (Handaru et al., 2021) work stress is a state in which a person is faced with obstacles and job demands that can affect the physical emotions of employees in completing their tasks.

Work Stress Indicators

According to (Oemar & Gangga, 2017) the indicators of work stress are as follows:
1. Work conditions The conditions of the work environment and the workload are unbalanced.
2. Role problem There is a separation of functions and duties from each employee.
3. Interpersonal relationships: Employees' relationships with colleagues or relationships with superiors.
4. Career development opportunities There are no career development opportunities in a company.
5. Organizational structure and climate Clarity in the division of authority and duties of each employee.

Organizational Culture
Definition of Organizational Culture

According to Hari (2019) Organizational culture is the values that hold human resources in carrying out their obligations and behaviors in the organization. Furthermore, according to Edy (2019). Organizational culture can be defined as a set of values system, beliefs, assumptions, or norms that have been agreed upon and followed by members as a guideline for behavior and solving organizational problems.

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Indicators of Organizational Culture

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

1. Innovative in taking into account risks that every employee will pay sensitive attention to all problems that may be a risk of loss to the organization as a whole
2. Pay attention to each problem in detail. Describe the thoroughness and meticulousness of employees in carrying out their duties
3. Oriented to the results to be achieved. A manager's supervision of his subordinates is one of the manager's ways to direct and empower them. Through this supervision, the objectives of organizations and groups and their members can be described
4. Oriented to all employee interests. The success or performance of the organization is determined by team work, where teamwork can be formed if the manager can properly supervise his subordinates
5. Aggressive at work. High productivity can be produced if employee performance can meet the standards needed to perform their duties. Good performance is intended to include qualifications (ability an skill) that can meet productivity requirements and must be followed with high discipline and work.
6. Maintain and maintain work stability. Employees must be able to maintain their health condition to remain in tip-top shape, this condition can only be met if they regularly consume nutritious food based on the advice of nutritionists.

Organizational Commitment
Definition of Organizational Commitment

According to Porter & Mowday (2020), organizational commitment is a relative force of the individual in identifying his or her involvement in the organization. According to Mathis and Jackson (2020), organizational commitment is the level of trust and acceptance of the workforce towards the organization's goals and has the desire to remain in the organization.

Indicators of Organizational Commitment

According to Porter & Mowday (2020) organizational commitment has the following dimensions:
1) Personal characteristics
2) Job characteristics and roles
3) Organizational structural characteristics
4) Work experience
5) Organizational support.

Job Performance
Definition of Work Performance

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According to Badriyah (2018) Work achievement is the result of work achieved by a person in carrying out the tasks assigned to him, which is based on skills, experience, and seriousness and time. According to Sutrisno (2018) Work achievement as the level of a person's proficiency in tasks that include their work, the understanding of the weight of an individual's ability to fulfill the provisions in the job.

Work Performance Indicators

Work performance indicators according to Sutrisno (2018) are as follows:
1. Work Results: The level of quantity and quality that has been produced and the extent to which supervision is carried out
2. Job knowledge The level of knowledge related to job tasks will have a direct effect on the quantity and quality of work outputs.
3. Initiative The level of initiative during carrying out work tasks, especially in terms of handling problems that arise
4. Discipline of time and attendance Punctuality and attendance
5. Attitude The level of work morale and a positive attitude in carrying out work tasks
6. Mental dexterity The level of ability and speed in receiving work instructions and completing with the way the existing work situation works
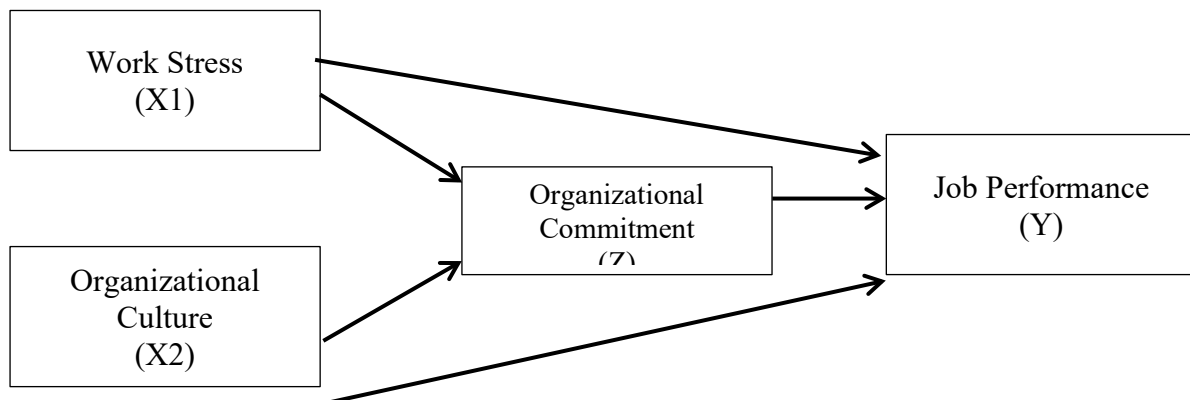
Conceptual Framework

Figure 1 Conceptual Framework

Hypothesis

Based on the conceptual framework above, the research hypothesis is as follows:
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 effect on Organizational Commitment at Bank Indonesia Representative Office in North Sumatra Province.

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H3 Work Stress has a positive and significant effect on Job Achievement at the Bank Indonesia Representative Office in North Sumatra Province.

H4 Organizational Culture has a positive and significant effect on Work Achievement at the Bank Indonesia Representative Office in North Sumatra Province.

H5 The Organization's commitment has a positive and significant effect on the Work Achievement 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 effect on Work Performance through Organizational Commitment at the Bank Indonesia Representative Office in North Sumatra Province.

Research Methods

Type of Research

This research uses a type of quantitative research, 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. These studies tend 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 numbers. The purpose of quantitative research is to develop and use theoretical mathematical models 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 is at the Bank Indonesia Representative Office of North Sumatra Province, Jalan Balai Kota no 4, Medan.

Research Population

The population of this study is 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 in accordance with the purpose of the research itself.

Research Sample

The researcher used his research sample of all respondents who were made into a sample of 70 employees and the sample technique used was the saturated sample technique. According to Suryani and Hendryadi (2015), the sample is a part of the population to 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 source used is the primary data source. According to Suryani and Hendryadi (2015) Primary data is data collected and processed by an organization or individual directly from the object.

Research Data Collection Techniques

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

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 methods of solving Structural Equation Modeling (SEM) which in this case is more compared to other techniques. It has a higher degree of flexibility in research that connects theory and data, and is able to conduct 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 powerful method of analysis because it is not based on many assumptions. The data also does not have to be normally distributed multivariate (indicators with categorical scales, ordinals, intervals to ratios can be used in the same model), the sample does not have to be large (Gozali, 2014).SEMSEM

Measurement Model or Outer Model
Validity Test

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

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Content Validity

The validity of the questionnaire can be determined by using questionnaires that have been widely used by researchers. The questionnaire used in this study is the result of a literature review with the modifications necessary 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 of high significance are included, meaning that they are more significant than the two standard errors in the correction of question items for the research variables. The validity of convergence can be compromised when each variable has an AVE value of less than 0.5 and a loading value of each item is less than 0.5. (Ghozali (2014).

Average Variance Extrated (AVE)

This validation task involves calculating the validity of each question by looking at the extracted mean variant (AVE). AVE stands for Average Relative Variance Extracted (AVE) between the item in question and any indicator which is a summary of the convergent indicator. 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 one variable is greater than the variance of all other variables, the validity of the discrimination analysis can be compromised. In addition, another way to assess the validity of the submitted can be seen from the greater cross loading coefficient compared to the correlation coefficient of each data item with its own variable (Ghozali, 2014).

Reliability

Overall reliability is defined as a threshold for assessing the quality of a statement based on a specific item. Reliability tests are used to regulate the consistency of responses to a questionnaire or research instrument, or to adjust the consistency of a particular hypothesis. Combined reliability can be used to assess reliability; a variable is said to be reliable if the 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 relationships, structural models, and substantive theories) describes the relationships between latent variables. The structural model was evaluated using the R-square for the bound variable, the Stone-Geisser Q-square test to predict the height and the t-test, as well as 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 changes in the bound variables that indicate the presence or absence of significant changes (Ghozali, 2014). In addition to looking at the R-square value, the Partial Least Square (PLS) model is also valzed by looking at the predictive Q-square relevance for the constructive model. Q square measures how well the observation value is generated by the model as well as the estimation of its parameters.

Hypothesis

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

RESULTS AND DISCUSSION

Outer Model *Analysis*

The outer model test is used to determine the specification of the relationship between the latent variable and its manifest variable, this test includes convergent validity, discriminant validity and reliability.

1.Convergent *Validity*

The convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the score item/indicator and the construction score. Individual indicators are considered reliable if they have a correlation value above 0.70. However, at the scale development stage of research, loading 0.50 to 0.60 is still acceptable. Based on the results for outer loading, it shows that there is an indicator that has a loading below 0.60 and is not significant. The structural model in this study is shown in the following figure:
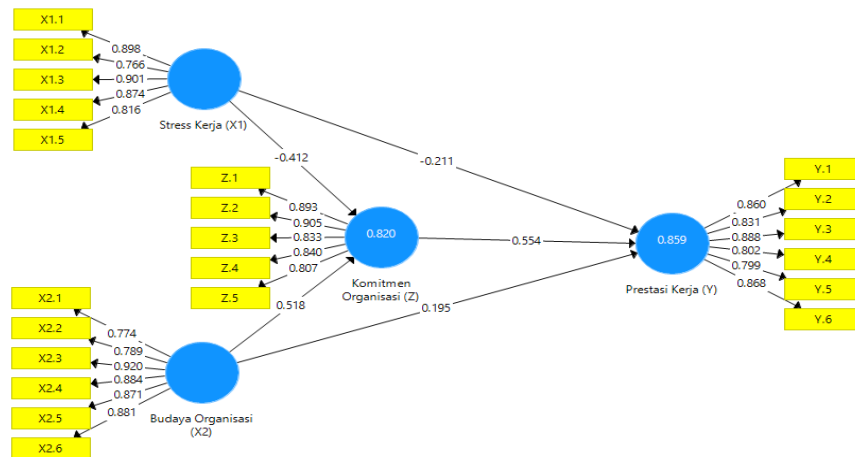
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Figure 2: Outer Model

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

$Z = b_1X_1 + b_2X_2 + e_1$

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

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)	Work 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 figure and table 1 above, all loading factor indicators have a value of > 0.7, meaning that the indicator is a valid indicator because it is greater than 700 or 0.7.

Discriminate Validity

In this section, the results of the discriminant validity test will be described. The *discriminant validity* test uses a *cross loading* value. An indicator is declared to meet the discriminant validity if the cross loading value of the indicator on the 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)	Work 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

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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 Performance variable greater than the cross loading of other variables. There was a cross loading value of the Work Stress variable greater than the cross loading of other variables. Based on the results of cross loading above, the value is valid in a discriminatory 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 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 is described the construction results 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 construct of the research variables resulting from running the Smart PLS program in the next table:

Table 3. *Construct Reliability and Validity*

	Cronbach's Alpha	Composite Reliability	Average Extracted Variance (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
Work Stress (x1)	0,905	0,930	0,727

Source: Smart PLS 3.3.3

In table 3 above, it can be seen that in the cronbach alpha column, there is an indigo of each variable greater than 0.7, which means that the variable fidelity

reliability data is greater. The composite reliability column has a value greater than 0.6 so that 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 has a value greater than 0.7 which means that the data is valid in 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*

Evaluation of the structural model (inner model) is carried out to ensure that the basic model made is strong and precise. The stages of examination carried out in the assessment of the primary model are seen from several markers, namely:

1.Coefficient of Determination (R2)

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

Table.4.R Square Result

	R Square	Adjusted R Square
Organizational Commitment (Z)	0,820	0,815
Work Performance (Y)	0,859	0,853

Source: Smart PLS 3.3.3

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

Hypothesis Testing

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

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Table 5. *Path Coefficients*

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Result
Organizational Culture (X2) -> Organizational Commitment (Z)	0,518	5,011	**0,000**	**Accepted**
Organizational Culture (X2) -> Work Performance (Y)	0,195	1,811	**0,035**	**Accepted**
Organizational Commitment (Z) -> Work Performance (Y)	0,554	5,008	**0,000**	**Accepted**
Work Stress (X1) -> Organizational Commitment (Z)	-0,412	3,901	**0,000**	**Accepted**
Work Stress (X1) -> Work Performance (Y)	-0,211	1,799	**0,036**	**Accepted**

Source: Smart PLS 3.3.3

In table 5 there are direct influence results, this result 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 significant 0.000, if the organizational culture is improved, the organizational commitment will also increase, on the other hand, if it decreases, the organizational commitment decreases.
2. Organizational Culture has a positive and significant effect on Work Achievement with a value of 0.195 and a significant 0.035 if there is an increase in organizational culture, it will also be increased by work performance, if it decreases, then work performance will also decrease.
3. Organizational Commitment has a positive and significant effect on Work Achievement with a value of 0.554 and a significant 0.000, if there is an increase in organizational commitment, there will be an increase in work performance, on the contrary, if it decreases, it will decrease work performance.
4. Work Stress has a negative and significant effect on Organizational Commitment with a value of -0.412 and a significant 0.000 if work stress decreases, then organizational commitment will increase, on the contrary, if work stress increases, organizational commitment decreases.
5. Work Stress has a negative and significant effect on Work Achievement with a value of -0.211 and a significant 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*

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Result

Organizational Culture (X2) -> Organizational Commitment (Z) -> Work Performance (Y)	0,287	3,319	**0,000**	**Accepted**
Work Stress (X1) -> Organizational Commitment (Z) -> Work Performance (Y)	-0,228	3,301	**0,001**	**Accepted**

Source: Smart PLS 3.3.3

In table 6 there are the results of 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 effect on Work Performance through Organizational Commitment with a value of 0.287 and a significant 0.000, meaning that organizational commitment is an intervening variable because it is able to significantly influence, meaning that with organizational commitment, it makes 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 significant 0.001, meaning that organizational commitment is an intervening variable because it is able to significantly affect work performance and work stress, but commitment is still not able to improve work performance due to the strong work stress that occurs in the organization.

Conclusion

After obtaining the results of the research, the researcher concluded his research and the conclusions were as follows:

1. Organizational Culture has a positive and significant effect on Organizational Commitment with a value of 0.518 and a significant 0.000

2. Organizational Culture has a positive and significant effect on Work Achievement with a value of 0.195 and a significant 0.035.

3. Organizational Commitment has a positive and significant effect on Work Performance with a value of 0.554 and a significant 0.000.

4. Work Stress has a negative and significant effect on Organizational Commitment with a value of -0.412 and a significant 0.000.

5. Work Stress has a negative and significant effect on Work Achievement with a value of -0.211 and a significant 0.036.

6. Organizational Culture has a positive and significant effect on Work Performance through Organizational Commitment with a value of 0.287 and a significant 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 significant value of 0.001.

Suggestion

After getting the conclusion from the results of the research, the researcher gave suggestions, and the sarees were as follows:

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

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