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THE EFFECT OF WORK STRESS AND ORGANIZATIONAL CULTURE ON WORK PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE IN BPJS EMPLOYMENT IN SUMBAGSEL

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ABSTRACT

This study aims to examine the influence of work stress and organizational culture on work performance, with organizational commitment as an intervening variable, at BPJS Ketenagakerjaan in South Sumatra. This study used a quantitative approach with a survey method. The sample consisted of 70 employees, selected through a saturated sampling technique. Data were collected using a questionnaire and analyzed using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method.
The results of the study indicate that organizational culture has a positive and significant influence on organizational commitment and job performance. Organizational commitment also has a positive and significant influence on job performance. Conversely, job stress has a negative and significant influence on organizational commitment and job performance. Furthermore, the indirect effect analysis shows that organizational commitment mediates the relationship between organizational culture and job stress on job performance. Therefore, strengthening organizational culture and managing job stress effectively are crucial to improving employee organizational commitment and job performance.

Introduction

In a landscape of increasingly fierce competition, rapid technological advancements, and ever-changing regulations, businesses are required to continuously improve their work efficiency and effectiveness to best achieve their goals. In this context, employee performance is a crucial measure of an organization's success. Employees who operate productively, creatively, and in accordance with quality standards will significantly contribute to improving market competitiveness and the organization's long-term sustainability. However, achieving high levels of work performance is challenging. Many factors, both internal and external to the organization, influence individual performance.

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Two important factors that frequently attract significant attention in research related to organizations and human resources are work-related stress and organizational culture. Both are thought to have a strong relationship with employee behavior and performance metrics.

Work-related stress is defined as a state of pressure that affects a person's feelings, thinking, and physical health due to work expectations exceeding their skills and resources. If stress is not managed effectively, it can negatively impact performance, resulting in decreased focus, decreased output, and even the risk of burnout.

In public service institutions like BPJS Ketenagakerjaan, work-related stress often stems from demanding administrative tasks, service expectations, complex regulations, and direct interaction with the public. Furthermore, the presence of BPJS Ketenagakerjaan offices throughout South Sumatra encompassing a vast and diverse region, adds to the challenges of managing operations and human resources. Along with work-related stress, organizational culture plays a crucial role in shaping work performance. This culture represents a collection of values, norms, and beliefs shared by members of an organization, serving as a framework for guiding behavior. A strong, positive, and unified organizational culture can create a supportive work environment, foster a sense of community, and foster teamwork among employees. Conversely, a weak culture that is not aligned with organizational goals can lead to disengagement, rejection, and decreased performance.

Amidst these dynamics, a key psychological element acts as a crucial link connecting work stress and organizational culture to job performance: organizational commitment. This commitment reflects the extent of an employee's emotional attachment to their organization, including their identification with it and active involvement. Employees with strong commitment typically remain productive even when facing challenges or stress, driven by a sense of responsibility and loyalty to the organization's achievements. Consequently, organizational commitment can serve as a mediating factor that either increases or decreases the impact of work stress and organizational culture on job performance. BPJS Ketenagakerjaan, the authority that oversees social security programs for workers in Indonesia, is crucial to ensuring worker protection. BPJS employees are expected to provide timely and accurate services and adhere to legal standards and public service guidelines. This demands a high level of integrity, professionalism, and a psychologically supportive work environment. In South Sumatra, with its mix of geographic diversity and diverse community characteristics, the challenges of fulfilling organizational duties are further complicated. Therefore, research is needed to explore how work stress and organizational culture influence job performance, as well as the role of organizational commitment in mediating this relationship. This study aims to offer theoretical insights into the advancement of human resource management knowledge and provide practical benefits for BPJS Ketenagakerjaan in designing more effective policies and strategies to enhance employee performance and improve the quality of public services.

Formulation of the problem

Based on the context explained above, the following are the research questions that have been formulated:

1. Does job stress have a negative and significant effect on employee job performance at BPJS Ketenagakerjaan in South Sumatera region?

2. Does organizational culture have a positive and significant effect on job performance at BPJS Ketenagakerjaan in South Sumatera region?
3. Does job stress have a negative and significant effect on Organizational Culture at BPJS Ketenagakerjaan in South Sumatera region?
4. Does organizational culture have a positive and significant effect on Organizational Culture at BPJS Ketenagakerjaan in South Sumatera region?
5. Does Organizational Culture have a positive and significant effect on job performance at BPJS Ketenagakerjaan in South Sumatera region?
6. Does job stress have a negative and significant effect on employee job performance with Organizational Culture as an intervening variable at BPJS Ketenagakerjaan in South Sumatera region?
7. Does organizational culture have a positive and significant effect on employee job performance with Organizational Culture as an intervening variable at BPJS Ketenagakerjaan inSouth Sumatera region?

Research objectives

Once the issues were defined, the researcher set the following research objectives:

1. To test and analyze the effect of job stress on employee job performance at BPJS Ketenagakerjaan in South Sumatera region.
2. To test and analyze the effect of organizational culture on employee job performance at BPJS Ketenagakerjaan in South Sumatera region.
3. To test and analyze the effect of job stress on Organizational Culture at BPJS Ketenagakerjaan in South Sumatera region.
4. To test and analyze the effect of organizational culture on Organizational Culture at BPJS Ketenagakerjaan in South Sumatera region.
5. To test and analyze the effect of Organizational Culture on job performance at BPJS Ketenagakerjaan in South Sumatera region.
6. To test and analyze the effect of job stress on employee job performance with Organizational Culture as an intervening variable at BPJS Ketenagakerjaan in South Sumatera region.
7. To test and analyze the effect of organizational culture on employee job performance with Organizational Culture as an intervening variable at BPJS Ketenagakerjaan in South Sumatera region.

Research Benefit

This study aims to offer theoretical and practical benefit as listed below:

1. Theoretical Benefit

1. Contribute to the advancement of knowledge in human resource management with a focus on the influence of work stress, organizational culture, and commitment on work performance.
2. Improve educational resources and provide a basis for further studies examining similar variables, both in government institutions and public service organizations.

2. Practical Benefits

1. Provide insight and advice for the management of BPJS Ketenagakerjaan (Social Security Agency for Employment) in the South Sumatra region, particularly in creating

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human resource management strategies that address work stress and encourage a healthy organizational culture.
2. Provide advice to leaders within the organization on the importance of fostering organizational commitment as a means to continuously improve employee performance.
3. Act as a guide for professionals and leaders to recognize the elements that influence worker performance, thereby enabling the implementation of a more efficient and data-driven managerial approach.

Job Performance

According to Lestari & Syahputra (2023): Employee job performance refers to work achievement in meeting targets set by the organization, both in terms of work volume, quality, and work attitude. According to Susanti & Putra (2020): Job performance is an individual's achievement in carrying out tasks based on indicators of effectiveness, efficiency, quality, and timeliness.

Job Performance Indicators

According to Susanti & Putra (2020):
1. Work quality.
2. Work quantity.
3. Timeliness.
4. Efficiency of resource use.
5. Responsibility.

Job Stress

According to Rahmawati (2022), Job stress is a condition of emotional exhaustion and mental tension due to high workload, role conflict, and continuous time pressure. According to Hafid & Utami (2020): Job stress is a psychological and physiological response to job demands that are imbalanced with an individual's resources and capabilities.

Job Stress Indicators

Job Stress Indicators according to Hafid & Utami (2020):
1. Excessive workload.
2. Time pressure.
3. Role conflict.
4. Lack of support from superiors or coworkers.
5. Unclear tasks.
6. Job insecurity.

Organizational Culture

According to Lestari & Syahputra (2023), Employee job performance refers to work achievement in meeting targets set by the organization, both in terms of work volume, quality, and work attitude. According to Susanti & Putra (2020): Job performance is an individual's achievement in carrying out tasks based on indicators of effectiveness, efficiency, quality, and timeliness.

Organizational Culture Indicators

According to Lestari & Syahputra (2023):

1. Shared values and beliefs.
2. Work norms.
3. Organizational symbols and rituals.
4. Leadership style.
5. Internal communication.
6. Commitment to vision and mission.

Organizational Culture

According to Rivai & Sagala (2020): Organizational Culture is the loyalty and willingness of employees to provide their best contribution to the organization due to trust and attachment to the organization's vision and mission. According to Sopiah (2018): Organizational Culture is a state in which an employee sides with the organization and its goals and has a desire to maintain membership in that organization.

Organizational Culture Indicators

According to Rivai & Sagala (2020):

1. Willingness to accept organizational values.
2. Involvement in organizational activities.
3. Sense of belonging to the organization.
4. Willingness to stay in the organization.
5. Loyalty to the organization.

Responsibility towards organizational tasks.

Conceptual Framework

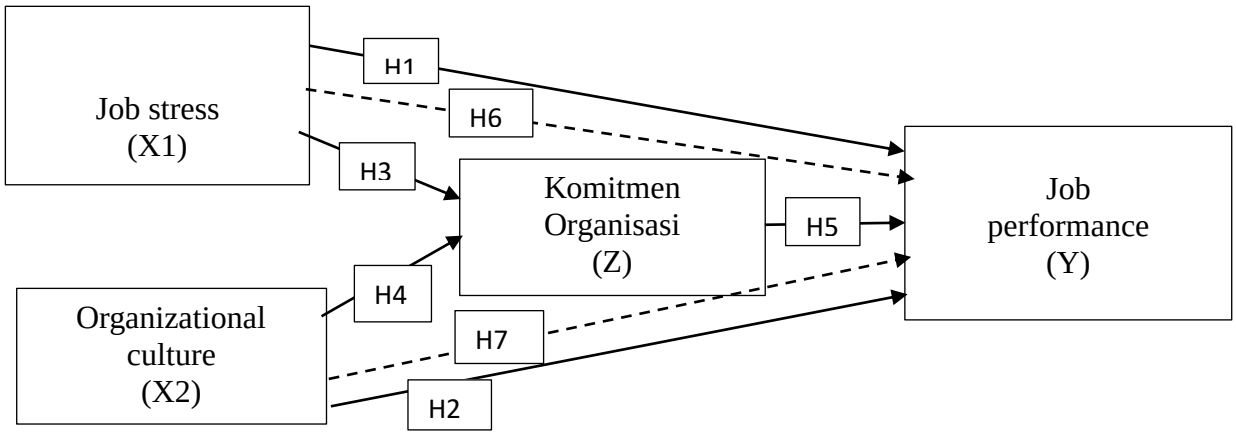

Figure 1. Conceptual Framework

Hypothesis

H1 Job stress has a negative and significant effect on employee job performance at BPJS Ketenagakerjaan in the South Sumatra region.

H2 Organizational culture has a positive and significant effect on job performance at BPJS Ketenagakerjaan in the South Sumatra region.

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H3 Job stress has a negative and significant effect on organizational commitment at BPJS Ketenagakerjaan in the South Sumatra region.
H4 Organizational culture has a positive and significant effect on organizational commitment at BPJS Ketenagakerjaan in the South Sumatra region.
H5 Organizational commitment has a positive and significant effect on job performance at BPJS Ketenagakerjaan in the South Sumatra region.
H6 Job stress has a negative and significant effect on employee job performance with organizational commitment as an intervening variable at BPJS Ketenagakerjaan in the South Sumatra region.
H7 Organizational culture has a positive and significant effect on employee job performance with organizational commitment as an intervening variable at BPJS Ketenagakerjaan in the South Sumatra region.

Method

According to Sugiyono (2018), quantitative research methods can be defined as research methods based on positivist philosophy, used to research specific populations or samples, data collection using research instruments, data analysis is quantitative/statistical, with the aim of testing predetermined hypotheses. According to Sujarweni (2018), quantitative research is a type of research that produces findings using statistical techniques or other quantification methods (measurement).

Research Population

According to Sugiyono, a population is defined as the area of generalization consisting of: objects or subjects that have certain qualities and characteristics selected by the researcher to be studied and then conclusions are drawn. The population includes not only individuals but also other objects and natural things. The population includes all the characteristics and attributes possessed by the subject or object being studied, not just the number of individuals present. In this study, there are 70 BPJS Ketenagakerjaan employees in BPJS Ketenagakerjaan in the South Sumatra region.

Sample

According to Arikunto (2012). If the population is less than 100 people, the sample is taken entirely, but if the population is larger than 100 people, the sample can cover 10-15% or 20-25% of the population. Based on this research, because the population size is not larger than 100 people, the researcher takes 100% of the total existing employees. Thus, the technique used in sampling in this study is the Saturated Sampling Technique. According to Sugiyono (2018), saturated sampling is a sampling determination technique when all members of the population are used as a sample. In this study, the researcher uses the entire population as the research sample, namely 70 employees.

Research Location and Time

This research was conducted at BPJS Ketenagakerjaan in Sumbagsel. The research was conducted from November until Desember 2025.

Method of collecting data

Data collection was conducted using a questionnaire using a four-point Likert scale. The purpose of this study was to assess how the independent variables influence the dependent variable. The questionnaire method consists of a series of systematically arranged questions presented to respondents for completion. Furthermore, the Likert scale concept will be presented in the questionnaire, along with its scoring system, as follows:

Table 1 : Likert Scale

Answer	Code	Score
Strongly agree	SU	5
Agree	S	4
Neutral	N	3
Don't agree	TS	2
Strongly Disagree	ST S	1

Definition of Operational Variables

A variable refers to a characteristic, trait, or measure related to a person, item, or activity that shows specific variations identified by researchers for the purpose of investigation and forming conclusions. The breakdown of variables, dimensions, and indicators in a study is known as "operational variables". In this study, there are independent and dependent variables.

According to Wiratna Sujarweni (2015), operational definitions indicate that research variables aim to clarify the meaning of each variable in the study before conducting analysis and to understand the basis of measurement. The following is the operational definition for this study:

Table 2 : Definition of Operational Variables

Variables	Definition	Indicator
Work Stress (X1)	According to Hafid & Utami (2020): Work stress is a psychological and physiological response to work demands that are not balanced with an individual's resources and abilities.	1. Excessive workload 2. Time pressure 3. Role conflict 4. Lack of support from superiors or coworkers 5. Unclear tasks 6. Job insecurity (Hafid & Utami, 2020)
Organizational culture (X2)	According to Lestari & Syahputra (2023): Organizational culture is a system of values and beliefs that develop within an organization and become a guideline for the behavior of its members.	1. Shared values and beliefs 2. Work norms 3. Organizational symbols and rituals 4. Leadership style 5. Internal communication 6. Commitment to vision and mission (Lestari &

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		Syahputra, 2023)
Organizational Committee (Z)	According to Rivai & Sagala (2020): Organizational commitment is the loyalty and willingness of employees to provide the best contribution to the organization because of a sense of trust and commitment to the organization's vision and mission.	1. Willingness to accept organizational values 2. Involvement in organizational activities 3. Sense of belonging to the organization 4. Willingness to stay in the organization 5. Loyalty to the organization 6. Responsibility for organizational tasks (Rivai & Sagala, 2020)
Work performance (Y)	According to Susanti & Putra (2020): Work performance is an individual's achievement in carrying out tasks based on precise indicators of effectiveness, efficiency, quality, and time.	1. Quality of work 2. Quantity of work 3. Punctuality 4. Efficient use of resources 5. Responsibility (Susanti & Putra, 2020)

Data Analysis Techniques

This study employed quantitative data analysis along with a Moderated Regression Analysis (MRA) model, using SmartPLS software. The primary function of PLS is to assist researchers in confirming theories and clarifying relationships between variables. In addition, PLS is able to perform multiple analyses in one data evaluation. PLS-SEM analysis typically includes two submodels: an outer model, also referred to as a measurement model, and an inner model, or structural model, as noted by Ghozali and Latan (2015). The structural model describes the predicted values of latent or constructed variables, while the measurement model shows how observable or manifest variables can represent variables that can be manipulated in the future.

Research Instrument Testing

Structural model assessment in PLS is performed using SmartPLS software. The process followed in Partial Least Squares (PLS) includes:

Measurement Model (Outer Model)

This measurement model, known as the outer model, links all indicator variables to their latent variables. The outer model describes how each indicator block is related to its latent variables. Analysis of the outer model can be observed through several indicators, as follows:

1. Convergent validity is an indicator measured based on the correlation between item or component scores and construct scores. This can be measured through standardized loading factors, which indicate the level of correlation between each measurement item (indicator) and its construct. According to Chin, as cited by Imam Ghozali (2015), external loading values ranging from 0.5 to 0.6 are

considered acceptable, while individual reflective measurements are considered strong if their correlation with the intended construct is more than 0.7.

2. Discriminant validity is a reflective measurement model evaluated by measuring cross-loadings with conventional construct models. If a construct has a correlation with an item that is greater than its correlation with another construct, this indicates that the block is larger than the others. Another method for assessing discriminant validity involves comparing the square root of the average variance extracted (AVE).
3. Composite reliability is a metric used to elicit a construct, which can be observed through latent coefficient variables. Internal consistency and Cronbach's alpha are two instruments used to measure composite reliability. A construct is considered to have high reliability if its value exceeds 0.70 .
4. Cronbach's alpha acts as a reliability assessment that supports the results of composite reliability tests. A variable is considered reliable if its Cronbach's alpha value is above 0.7 .

Structural Model (Inner Model)

Internal model assessment is performed to ensure that the developed structural model is robust and accurate. Various metrics can be used to assess internal models, including:

1. R-Square (R2)

The R-square measurement for each endogenous latent variable indicates the predictive capacity of the structural model. The influence of certain exogenous latent variables on endogenous latent variables with significant impacts can be illustrated through the adjustment of the R-square value. Models can be classified as strong, moderate, or weak with R-square values of 0.75, 0.50, and 0.25, respectively (Ghozali and Latan, 2015). A higher R2 value indicates stronger predictive ability for the proposed research model.

2. Predictive Relevance (Q2)

PLS model evaluation can be performed using the predictive relevance Q2 or through a prediction example that demonstrates a combination of cross-validation and function fitting through observed predictor variables and construct parameter evaluation. This can also be examined by considering the R-square measure. While Q2 assesses how effectively the observed values generated by the model and its parameter estimates fit, a Q2 value below 0 indicates that the model lacks predictive relevance (Ghozali and Latan, 2015).

3. Quality Index

PLS path modeling can define a global optimization standard for assessing the robustness of model fit. It examines the overall direct measurement model and provides a baseline measure of the model's overall prediction. According to Ghozali and Latan (2015), GoF values are classified as 0.10 (low GoF), 0.25 (medium GoF), and 0.36 (high GoF).

Hypothesis Verification

According to Haryono (2017) points out that researchers often process scenarios where the data sample is relatively large, but the theoretical basis for the proposed relationships between variables is inadequate. However, the hypothesized variables can sometimes be quite complex. To overcome this challenge, Partial Least Squares (PLS) can be used. This

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analysis uses interaction tests to verify pre-defined hypotheses. The aforementioned hypotheses were examined through interaction tests in this study. WarpPLS software facilitates the assessment of variable relationships in this study. According to Ghozali & Latan (2015:7), PLS analysis combines two submodels. The measurement model, referred to as the outer model, assesses validity and reliability; the structural model, known as the inner model, emits causality or hypotheses related to the predictive model.

In the next stage, hypothesis testing is conducted after the model has been evaluated both as a whole and in part. Ghozali and Latan (2015) stated that hypothesis testing is conducted by comparing the T statistic value with the T table value of 1.96 at a significance level of p = 0.05. It can be concluded that the endogenous variable has a significant effect on the exogenous variable if the T statistic value exceeds the T table value.

Results and Discussion

External Model Analysis

The purpose of external model evaluation is to assess the robustness and consistency of a model. This examination will examine the effects of factor loadings, average variance extracted (AVE), discriminant validity, and composite reliability.

a) Factor load

Factor loading is the first step in establishing the validity of a model. A factor loading value greater than 0.6 is required for an indicator to be considered valid. If it does not meet this standard, the indicator should be removed from the model (Husein, 2015). For insight into the external model assessment for this study, see the figure below:

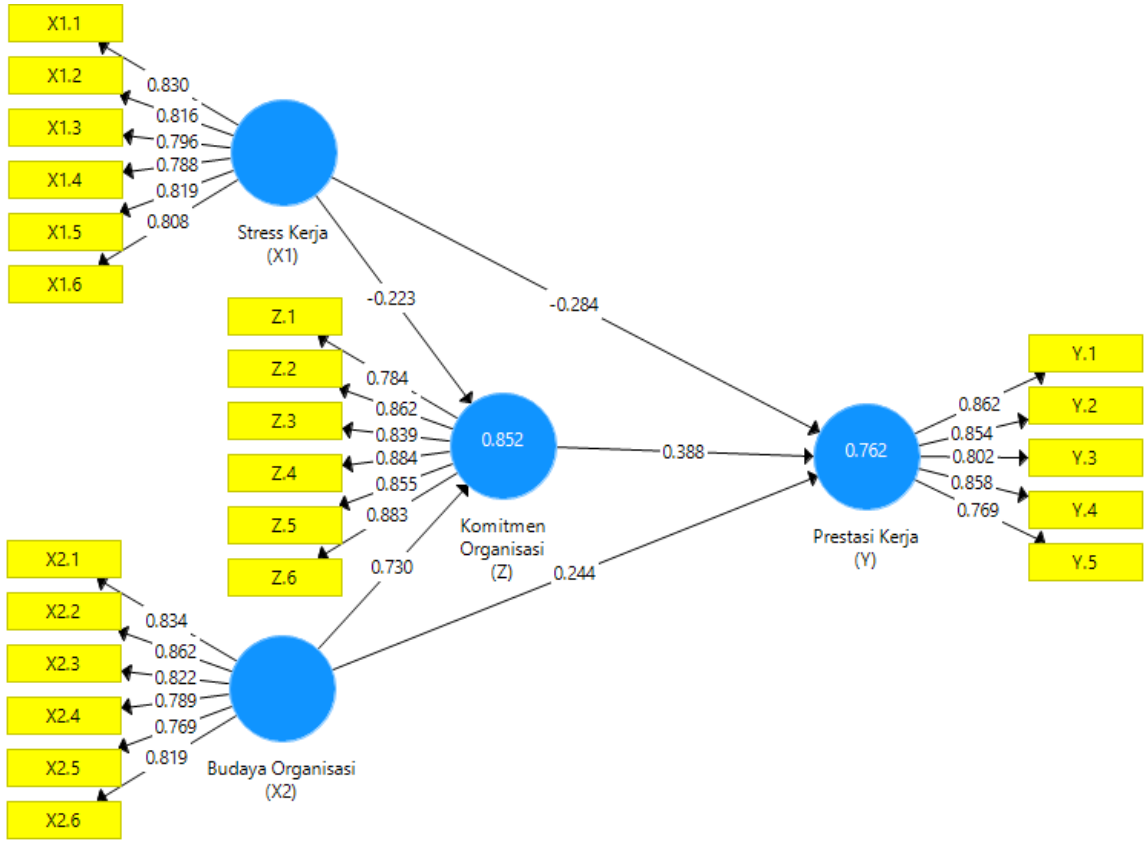

Figure 2. Other Model

Source: Smart PLS 3.3.3

The figure above shows that each latent variable has a Loading Factor value for each manifest variable greater than 0.7 , indicating that all indicators and their Loading Factors are validly distributed. The regression equation for this study is as follows:

substructure 1

Z = b1X 1 + b2X2 + e1

Z = 0.730 – 0223 + e1

For substructure 2

Y = b 3 X 1 + b4X2 + b 5 Z + e2

Y = 0.244 - 0.284 + 0.388 + e2

Table 3. Cross Loadings

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	Organizational Culture_(X2)	Organizational Committee_(Z)	Work Achievement_(Y)	Job Stress_(X1)
X1.1				0.830
X1.2				0.816
X1.3				0.796
X1.4				0.788
X1.5				0.819
X1.6				0.808
X2.1	0.834			
X2.2	0.862			
X2.3	0.822			
X2.4	0.789			
X2.5	0.769			
X2.6	0.819			
Year 1			0.862	
2nd year			0.854	
3rd year			0.802	
Grade 4			0.858	
Grade 5			0.769	
Z.1		0.784		
Z.2		0.862		
Z.3		0.839		
Z.4		0.884		
Z.5		0.855		
Z.6		0.883		

Source: Smart PLS 3.3.3

According to Table 3, each indicator in each variable shows the highest cross-loading value among its specific constructs when compared to others. Indicators related to job stress (X1), organizational culture (X2), job performance (Y), and organizational commitment (Z) show strong and reliable loading values, usually exceeding 0.70. This verifies that each indicator effectively represents the measured variable, thus meeting the discriminant validity criteria of the research model.

Discriminant Validity

The next evaluation focused on discriminant validity. This assessment aims to determine whether the reflective indicators serve as effective measures of their constructs, by providing evidence that the indicators are closely related to those constructs. The table presents the cross-loading findings from the discriminant validity assessment as follows:

Table 4. ***Discriminant Validity***

	Organizational Culture_(X2)	Organizational Committee_(Z)	Work Achievement_(Y)	Job Stress_(X1)
X1.1	-0.712	-0.687	-0.635	0.830
X1.2	-0.693	-0.678	-0.717	0.816
X1.3	-0.612	-0.606	-0.631	0.796
X1.4	-0.640	-0.628	-0.598	0.788
X1.5	-0.629	-0.645	-0.636	0.819
X1.6	-0.716	-0.755	-0.691	0.808
X2.1	0.834	0.734	0.679	-0.633
X2.2	0.862	0.740	0.695	-0.719
X2.3	0.822	0.771	0.685	-0.773
X2.4	0.789	0.781	0.738	-0.756
X2.5	0.769	0.716	0.670	-0.583
X2.6	0.819	0.731	0.609	-0.565
Year 1	0.661	0.723	0.862	-0.658
2nd year	0.667	0.696	0.854	-0.649
3rd year	0.668	0.644	0.802	-0.645
Grade 4	0.752	0.713	0.858	-0.759
Grade 5	0.706	0.733	0.769	-0.629
Z.1	0.788	0.784	0.720	-0.661
Z.2	0.784	0.862	0.696	-0.711
Z.3	0.747	0.839	0.708	-0.624
Z.4	0.775	0.884	0.751	-0.761
Z.5	0.761	0.855	0.709	-0.720
Z.6	0.816	0.883	0.740	-0.741

Source: Smart PLS 3.3.3

According to Table 4, each indicator shows the highest ranking value on its specific measured construct compared to other constructs. Although there is a negative correlation between the work stress indicator and other factors, this correlation is still lower than the loading value on the work stress construct itself. Therefore, it can be concluded that discriminant validity has been achieved, allowing clear differentiation between each construct in the research model.

Composite Reliability

The next step is to check reliability by calculating the composite reliability of the indicator group that measures the construct. A construct is considered reliable if its composite reliability value exceeds 0.60. In addition to the composite reliability value, reliability can also be evaluated by looking at the Cronbach's alpha value of the construct variable for the indicator group that measures the construct. A construct is considered reliable when the

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Cronbach's alpha value exceeds 0.7. The table below displays the loading values for the research variable constructs obtained by running the Smart PLS program:

Table 5 . ***Reliability and Construct Validity***

	Cronbach's alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture_(X2)	0.900	0.923	0.667
Organizational Committee_(Z)	0.924	0.941	0.726
Work Achievement_(Y)	0.886	0.917	0.689
Job Stress_(X1)	0.895	0.919	0.655

Source: Smart PLS 3.3.3

According to Table 5, each research dimension achieved a Cronbach's Alpha value and a composite reliability score above 0.70, indicating excellent internal consistency. Furthermore, the AVE for all variables exceeded 0.50, indicating that each construct adequately explained the variance in its respective indicators. Thus, it can be concluded that all variables examined in this study met the requirements for reliability and convergent validity.

Inner Model Evaluation

Structural model assessment (internal model) is conducted to validate the strength and compliance of the designed structural model. The structural model evaluation process involves several indicators:

1. Coefficient of Determination (R2)

From the data analysis using SmartPLS 3.0, the R-Square value is as follows:

Table 6. R Square Results

	R Square	Adjusted R Squared
Organizational Committee_(Z)	0.852	0.849
Work Achievement_(Y)	0.762	0.755

Source: Smart PLS 3.3.3

According to Table 6, the R-square value for organizational commitment is 0.852, indicating that 85.2% of the change in organizational commitment can be explained by the independent variables presented in the model. The remaining portion is due to factors not included in the study. At the same time, the R-square value for job performance is 0.762, indicating that 76.2% of the change in performance can be explained by the variables in the model. The Adjusted R-square value, which is similar to the R-square, validates that the structural model has substantial explanatory power.

2. Hypothesis Testing

After the internal model has been examined, the next step is to analyze the relationships between the latent constructs as proposed in this study. Hypothesis evaluation in this study uses the T statistic and P value. A hypothesis is considered accepted if the T statistic

exceeds 1.96 and the P value is less than 0.05. The results of the direct effect coefficient are as follows:

Table 7. *Path Coefficient* (Direct Effect)

	Original Sample (O)	T Statistics (| O/STDEV |)	P value	Results
Organizational Culture_(X2) -> Organizational Commitment_(Z)	0.730	10,019	**0.000**	**Accepted**
Organizational Culture_(X2) -> Work Performance_(Y)	0.244	1,764	**0.039**	**Accepted**
Organizational Commitment_(Z) -> Work Performance_(Y)	0.388	2,788	**0.003**	**Accepted**
Job Stress_(X1) -> Organizational Commitment_(Z)	-0.223	2,814	**0.003**	**Accepted**
Job Stress_(X1) -> Job Performance_(Y)	-0.284	3,191	**0.001**	**Accepted**

Source: Smart PLS 3.3.3

1. The Influence of Organizational Culture on Commitment
The findings indicate that organizational culture significantly and positively influences organizational commitment, as indicated by a coefficient of 0.730 and a p-value below 0.05. This suggests that a better organizational culture leads to greater organizational commitment.

2. The Influence of Organizational Culture on Work Performance
Organizational culture positively and significantly influences work performance, as indicated by a coefficient of 0.244 and a p-value of 0.039. These results indicate that a strong organizational culture can improve employee performance in the workplace.

3. The Influence of Organizational Commitment on Work Performance
Organizational commitment positively and significantly influences work performance, with a coefficient of 0.388 and a p-value of 0.003. This implies that an increase in organizational commitment decreases with an increase in work performance.

4. The Impact of Work Stress on Organizational Commitment
Job stress has a negative and significant effect on organizational commitment, as indicated by a coefficient of -0.223 and a p-value of 0.003. This indicates that as job stress increases, employee organizational commitment tends to decrease.

5. Impact of Job Stress on Work Performance
Job stress has a negative and significant impact on job performance, as illustrated by a coefficient of -0.284 and a p-value of 0.001. These results indicate that higher levels of job stress can lead to decreased employee performance.

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Table .8. *Path Coefficient* (Indirect Effect)

	Original Sample (O)	T Statistics (| O/STDEV |)	P value	Results
Organizational Culture_(X2) -> Organizational Commitment_(Z) -> Job Performance_(Y)	0.284	2,681	**0.004**	**Accepted**
Job Stress_(X1) -> Organizational Commitment_(Z) -> Job Performance_(Y)	-0.087	1,875	**0.031**	**Accepted**

Source: Smart PLS 3.3.3

1. The Influence of Organizational Culture on Work Performance through Organizational Commitment
The findings indicate that organizational culture positively and significantly influences work performance indirectly through organizational commitment, as evidenced by a coefficient of 0.284, a T-statistic of 2.681, and a P-value of 0.004. This suggests that a stronger organizational culture increases employee commitment, leading to better work performance. Thus, the hypothesis is supported.

2. The Influence of Job Stress on Work Performance through Organizational Commitment
Job stress negatively and significantly affects job performance indirectly through organizational commitment, with a coefficient of -0.087, a T statistic of 1.875, and a P value of 0.031. These results indicate that increased job stress can decrease organizational commitment, which then negatively affects employee job performance. Therefore, the hypothesis is supported.

Conclusion

The findings of this study are summarized as follows:
1. The Impact of Organizational Culture on Organizational Commitment
Organizational culture has been shown to have a positive and significant impact on organizational commitment. A better organizational culture leads to greater employee commitment to the organization.
2. The Impact of Organizational Culture on Work Performance
Organizational culture positively and significantly influences work performance. A strong organizational culture can improve employee performance.
3. Impact of Organizational Commitment on Work Performance
Organizational commitment positively and significantly influences work performance. Higher employee commitment leads to improved work performance.
4. The Impact of Work Stress on Organizational Commitment
Job stress has a significant negative impact on organizational commitment. As job stress increases, employee commitment to the organization tends to decrease.
5. Impact of Job Stress on Work Performance
Job stress negatively and significantly affects work performance. High levels of work stress can lead to decreased employee performance.
6. The Impact of Organizational Culture on Work Performance through Organizational Commitment

Organizational culture positively and significantly influences work performance through organizational commitment. Organizational commitment serves as a mediating factor that strengthens the influence of organizational culture on work performance.

7. The Impact of Job Stress on Work Performance through Organizational Commitment

Job stress negatively and significantly affects job performance through organizational commitment. Organizational commitment mediates the effect of job stress, meaning that increased job stress results in decreased employee job performance.

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