



**THE INFLUENCE OF ORGANIZATIONAL CULTURE AND
ORGANIZATIONAL COMMITMENT ON WORK STRESS LEVELS OF
MAKASSAR TOURISM DEPARTMENT EMPLOYEES**

Asfira Nengsi¹, Djabir Hamzah², Hendragunawan³

¹Master of Management, Faculty of Economics and Business,
Hasanuddin University: asfiranengsi777@gmail.com

²Faculty of Economics and Business

³ Hasanuddin University

Abstrak

This study aims to investigate how organizational culture and organizational commitment affect the level of work stress of Makassar City Tourism Office employees. This study used a quantitative method with a population of all Creative Economy Employees at the Makassar City Tourism Office and a sample of 50 respondents. Data were collected through observation, questionnaires, and interviews, and were analyzed using multiple linear regression methods with the help of SPSS IBM 16. The results showed that organizational culture variables partially had a positive and significant effect on the level of employee work stress. However, the organizational commitment variable only has a positive effect without having a significant effect on the level of employee work stress. Overall, organizational culture and organizational commitment together influence employee stress levels.

Keywords:

Organizational Culture, Organizational Commitment, Employee Work Stress.

A. INTRODUCTION

The experience of organizations in affluent countries shows that only those who are continuously improving themselves with the help of organizational development are capable of suffering and ready to face change. Therefore, in the current era of globalization, the existence of superior human resources is very important. The science and art of managing employee relationships and roles so that they can contribute successfully and efficiently to achieving company goals is known as human resource management. Management The terms "personnel management" or "personnel management" are often used to describe how an organization uses its staff to achieve its goals . . In addition, resource management A significant area of management science is human resources, which governs how human resources are used in organizational operations.

In the midst of a competitive work environment and increasing professional demands, employees are faced with many pressures that must be overcome by each individual. Obtaining superior quality human resources for a state agency is a challenge, because the existing pressures can have an impact on the employee's performance. To advance state agencies, every employee needs to have

high commitment and perseverance in order to achieve optimal performance. Employees are expected to demonstrate a high level of dedication to their jobs in a demanding work environment.

A common interpretation of organizational culture is that it is made up of shared values and symbols that everyone in the organization understands and upholds. When these values and symbols are owned by the organization, it makes everyone feel part of the same family and allows it to function differently from other companies. The then most critical factor in the organization is the culture of the organization itself. Efforts that can be used to achieve organizational goals are to create a strong culture so that organizational effectiveness increases. What must be possessed by a leader and staff or members in achieving organizational goals and making plans or strategies and tactics in compiling a vision and mission, namely the culture of the organization itself. Because it will enable people to do their jobs more effectively, a strong culture is a very effective instrument for directing behavior. Therefore, A system of shared meaning or organizational meaning that distinguishes one organization from another is known as organizational culture.

In addition to organizational culture, organizational commitment also has an important role in improving employee performance. Individuals with strong organizational commitment tend to have low turnover intention, feel attached to the organization, and leaders have the confidence to give responsibilities and tasks to subordinates who are committed to the organization according to Hendrayani (2013).

Work stress is a problem that is often faced by employees in their workplace. The lack of productivity of an employee is often caused by a lack of handling of work stress experienced by the individual or employee. According to Jamal (2011), work stress is a condition in the work environment that can be felt as an emotional and physical threat by employees. Some of the causes of work stress include workloads that are too heavy, high pressure at work, and lack of concentration in carrying out tasks, which ultimately have an impact on health problems such as headaches and nausea, and can trigger job dissatisfaction.

B. LITERATURE REVIEW

1. Organizational culture

According to Torang (2013), Kritner and Knicki explain organizational culture as a set of collective values and principles that define an organization. In addition, Narayana (2017) argues that organizational culture is a tradition or concept that distinguishes one organization from another and provides a unique framework and structure of corporate life.

According to Robbins (2005 in Torang 2013), organizational culture is the basis for leaders and staff members in planning strategies and tactics, and developing visions and missions to achieve organizational goals. Organizational culture also has an important role in dealing with change, because it can facilitate or hinder organizational transformation.

2. Organizational culture function

According to research by Edison et al (2016), there are four functions of organizational culture, namely:

- a. Build a company's distinctive character that differentiates it from competitors and leaves an unforgettable impression, increasing its standing in the eyes of the general public or clients.

- b. Having symbols and principles that give pride to the members of the organization involved.
- c. Encouraging people to think critically, contribute constructively, and collaborate successfully to advance group or business goals.
- d. Growing a strong sense of unity and cooperation among members of the organization.

3. Organizational Culture Indicator

According to Asfiah (2010), Piti Sithi-Amnuai states that organizational culture is formed when organizational members learn to face challenges of internal integration and external adaptation. That is, in the process of developing organizational culture, members learn how to deal with problems similar to changes from outside the organization as well as problems related to unity and integration within the organization.

Denison and Misra (1995), quoted by Kusumawati (2008), indicators of organizational culture include:

- a. Mission (*Mission*): Namely the understanding of organizational members on the goals and directions to be achieved by the organization.
- b. Consistency (*Consistency*): Refers to the extent to which the values, beliefs, and behaviors within the organization are mutually consistent and harmonious.
- c. Adaptability (*Adaptability*): Refers to the ability of organizations to adapt and deal with environmental changes that occur.
- d. Involvement : Shows the level of involvement, participation, and support from members of the organization towards the goals and activities of the organization .

4. Organizational Commitment

Organizational commitment *has* become the focus of discussion and research in the organizational context. These can be seen as intermediate, connected, or independent variables. Organizational commitment is described as "the relative strength of one's identification with and involvement in a particular organization" by Mowday, Porter, and Steers (1982). This definition shows that organizational commitment goes beyond simple loyalty and requires active connections and a desire from employees to contribute significantly to the company.

5. Organizational Commitment Indicator

According to Kaswan (2015) quoting Spencer and Spencer (1993), there are four typical indicators of organizational commitment in behavior :

- 1. Desire to help colleagues in organizational tasks.
- 2. Align personal priorities and efforts with overall company goals.
- 3. Recognize organizational goals to achieve more significant organizational goals.
- 4. Have a willingness to prioritize organizational needs over pursuing some professional interests.

6. Work Stress

Employees often experience stress due to the environment around their workplace, which can affect the individual. Therefore, organizational quality for employees must be evaluated or improved by the organization or company. The health of employees and the quality of work will both improve in the company if stress levels are reduced. When it is necessary to produce high-quality work, work stress can have

a good effect (eustress), but often has a negative impact on both people and business (Munandar, 2008).

It is clear from the description above that work stress has a major influence on commitment and corporate culture. Consequently, the company must provide a comfortable environment and safe for all employees in dealing with such problems.

7. Work Stress Indicator

Following are the components of work stress indicators, according to Robbins (2008);

- a. Task demands.
- b. Role requirements.
- c. Social requirements.
- d. How to set things up.

C. RESEARCH METHODS

This study uses a quantitative methodology based on positivism. This method is applied to the analysis of certain populations and samples. Questionnaires were used as a research instrument, and quantitative data analysis was carried out to assess the hypotheses that had been set previously. (Sugiyono, 2008).

Data collection methods in this study include:

1. Interview (*Interview*): Researchers conducted interviews with employees at the Makassar City Tourism Office to collect data by asking questions orally in accordance with the research objectives.
2. Observation (*Observation*): Observations are made to observe the research object directly and in detail in order to obtain information about the object.
3. Questionnaire (*Questionnaire*): The questionnaire contains a list of questions distributed to respondents or employees as a research sample to answer questions about their experiences while working in the organization.

The population in this study is the object or subject area with certain characteristics and qualities, namely Makassar City Tourism Office employees of 50 people. The sample is part of the number and characteristics possessed by a particular population. The sampling technique used is *convenience sampling*, which allows researchers to select easily accessible members of the population and obtain the answers or information needed. The number of samples taken was 50 people, and the determination of the number was carried out using a saturated sample.

D. DATA ANALYSIS TECHNIQUE

Descriptive analysis and multiple regression analysis are the two analytical techniques used in this study. Respondents' answers were seen and examined using descriptive analysis, and employee performance also increased. In contrast, multiple regression analysis is a method of establishing a relationship between two or more independent variables and one dependent variable.

Multiple regression analysis was used as an association analysis which simultaneously investigated the effect of two or more independent variables on one dependent variable with an interval scale, according to Umi Narimawati (2008). The indicators used for organizational culture variables (X1) included working conditions, use of time, achievement targets, while for organizational commitment variables (X2) included quantity (amount), quality (quality), loyalty, timeliness, and work attitude. Meanwhile for the variable work stress (Y) the indicators used include job intrinsic

factors, the role of workers in the organization, amount of workload, career development, time constraints, and organizational leadership.

A 1 to 5 point Likert scale will be used to manage the survey data. The Likert scale is used to measure attitudes, beliefs, and respondents' perceptions of social phenomena. The answer that agrees with the statement gets the highest score, while the answer that disagrees gets the lowest score. For example:

1. Strongly Agree (SS) = 5
2. Agree (S) = 4.
3. Undecided (U) = 3.
4. Disagree (TS) = 2.
5. Strongly Disagree (STS) = 1.

To test the proposed hypothesis, the data collected from the respondents' responses will be analyzed using the SPSS (Statistical Package Of Social Sciences) computer application. The data will be processed using multiple linear regression statistical analysis. The formula for multiple linear regression is used.

$$Y = a + b_1X_1 + b_2X_2 + e_i$$

Where:

1. Y = Work Stress Variable
2. A = constants
3. b = value of the regression coefficient
4. X1 = Organizational Culture Variable
5. X2 = Organizational Commitment Variable
6. e i = Stage Tolerance 5 %

Validity test

Validity is the degree of truth or suitability between the data that researchers collect and data that actually occurs in the research object, according to Sugiyono (2017: 125). According to Ghozali (2011), the purpose of the validity test is to find out whether a questionnaire is able to accurately and legally convey the variable to be measured.

Reliability Test

According to Ghozali (2011), is used to measure the extent to which the consistency or stability of a person's answers to the questions in the questionnaire from time to time. In this study, the data reliability test was carried out using the internal consistency reliability method using the Cronbach Alpha test to find out how well the items in the questionnaire are related to one another. The reliability value is expressed by the Cronbach Alpha coefficient, and the questionnaire is considered reliable if the Cronbach Alpha coefficient reaches the lowest reliability limit, namely 0.6.

Hypothesis testing

The purpose of hypothesis testing is to establish a relationship between the two variables studied. Ha and Ho statistical hypotheses are used in the quantitative approach of this study for hypothesis testing. The linkage between the two research variables is explained by the hypothesis, a temporary claim that must be verified. Partial test (t) is used to determine whether the independent factors partially affect the dependent variable, while the simultaneous test (F) or ANOVA test is used to see whether the independent variables collectively affect the dependent variable.

If the significance threshold (p-value) is less than 0.05 when testing the hypothesis using the F test or ANOVA, then H_0 is rejected and indicates

E. RESEARCH RESULT

1. Overview of Research Locations

The Makassar City Tourism Office is tasked with driving and advancing tourism development in the city, with a focus on increasing interest in visiting tourists from within the country and abroad, as well as creating the image of the city of Makassar as an attractive destination for tourists.

Initially it was part of the Culture and Tourism Office of the City of Makassar, finally the Office of Tourism of the City of Makassar stood alone and was named the Office of Tourism and Creative Economy of the City of Makassar. The Creative Economy split again in mid-2016, so that the Makassar City Government Tourism Office now functions autonomously. The Makassar City Government Tourism Office can be found at Jalan Maccini 58, Jalan Jend Urip Sumoharjo, Makassar Regency. Muhammad Roem, S.STP, M.SI, is the Director of the Makassar City Government Tourism Office. secretarial sector, creative economy sector, tourism industry sector and destination development, promotion and marketing sector, and capacity building sector. Makassar City Government Tourism Office has 99 personnel and is organized into these 5 sectors.

2. Respondent Descriptive

The Makassar City Tourism Office's creative economy sector employed both contract and permanent respondents for this study. As part of the study data collection, they were questioned and given a questionnaire containing a number of questions. The following table shows the names of the respondents:

a. Characteristics by Gender of Respondents

The characteristics of gender-specific respondents from the Makassar City Tourism Office are shown in table 1 below:

Table 1. Characteristics of Respondents by Gender

No	Gender	Amount	Percentage
1	Man	40	80%
2	Woman	10	20%
Amount		50	100%

Source: Primary Data for 2022

From Table 1 above, it can be concluded that from a sample of Makassar City Tourism Office employees in the Creative Economy Sector, 40 people (80%) were men and 10 people (20%) were women. This indicates that the number of male employees is greater than that of female employees in that field.

b. Characteristics of Respondents by Age

In Makassar City Tourism Office can be seen in Table 2 below:

Table 2. Characteristics of Respondents by Age

No	Age	Amount	Percentage
1	21 - 30 Years	15	30%
2	31 - 40 Years	16	32%
3	>40 Years	19	38%
Amount		50	100%

Source: Primary Data for 2022

From table 2 above it can be seen that respondents based on age are divided into three groups. Ages 21 to 30 years amounted to 15 people (30%), while those aged 31 to 40 years amounted to 16 people. (32%), and there were 19 people over 41 years of age (38%). This shows that the age distribution of the respondents is quite even.

c. Characteristics of Respondents Based on Education

On Makassar City Tourism Office employees in the Creative Economy Sector are shown in Table 3 below:

Table 3. Characteristics of Respondents by Education

No	Last education	Amount	Percentage
1	SMA/SMK	1	2%
2	D3	1	2%
3	S1	45	90%
4	S2	3	6%
Amount		50	100%

Source: Primary Data for 2022

From Table 3 it can be seen that the majority of respondents (90%) have a bachelor's degree (S1), as many as 45 people out of a total of 50 respondents. Only a few respondents had other educational backgrounds such as SMA/SMK (2%) and D3 (2%).

d. Characteristics of Respondents Based on Length of Work

To Makassar City Tourism department staff in the Creative Economy Sector can be seen in Table 4 below:

Table 4. Characteristics of Respondents Based on Length of Service

No	Length of work	Amount	Percentage
1	<5 years	24	48%
2	6-10 years	15	30%
3	>10 years	8	16%
4	>20 years	3	6%
Amount		50	100%

Source: Primary Data for 2022

From table 4, looks most respondents (48%) worked for less than 5 years at the Makassar City Tourism Office in the Creative Economy Sector. The number of employees who work for 6-10 years is 15 people (30%), those who work more than 10 years are 8 people (16%), and those who work more than 20 years are only 3 people (6%).

F. ANALYSIS OF VARIABLE DESCRIPTIVE STATISTICS

1. Organizational culture

Organizational culture is the basis for leaders, staff or members of the organization in developing plans, strategies and tactics to achieve organizational goals. Indicators of organizational culture variables include Mission, Consistency, Adaptability, and Engagement. Following are respondents' responses to indicators from organizational culture variables, which are processed in 2022:

Table 5. Respondents' Responses Based on Organizational Culture Variables

No	Information	Frequency	Percentage
1	SS	5	10%
2	S	24	48%

3	R	10	20%
4	TS	10	20%
5	STS	1	2%
Amount		50	100%

Source: Data processed in 2022

From the table above, it can be concluded that the majority of respondents agreed with the indicators of the Organizational Culture variable. The number of respondents who strongly agreed were 5 people (10%), agreed were 24 people (48%), undecided were 10 people (20%), disagreed were 10 people (20%), and strongly disagreed were 1 person (2%).

2. Organizational Commitment

Organizational commitment is a behavior that has been extensively studied and analyzed in terms of independent factors, connections, and mediators. Indicators of organizational commitment variables include identification with the organization, involvement, and loyalty. Following are respondents' responses to indicators from the organizational commitment variable, which will be processed in 2022:

Table 6. Respondents' Responses Based on Organizational Commitment Variables

No	Information	Frequency	Percentage
1	SS	3	6%
2	S	29	58%
3	R	8	16%
4	TS	0	0%
5	STS	10	20%
Amount		50	100%

Source: Data processed in 2022

Based on the data obtained, most of the respondents stated that they agreed with the indicators of the Organizational Commitment variable. The number of respondents who strongly agreed were 3 people (6%), agreed were 29 people (58%), undecided were 8 people (16%), no respondents disagreed (0%), and strongly disagreed were 10 people (20%).

3. Work Stress

Stress that is often faced by employees due to the environment around their workplace can affect individuals. Therefore, organizations or companies need to improve or review the organizational quality of employees. Job stress variables have indicators such as task demands, role demands, interpersonal demands, organizational structure, organizational leadership, and organizational life levels. The results of respondents' responses to indicators of work stress variables are presented in the following table:

Table 7. Respondents' Responses Based on Work Stress Variables

No	Information	Frequency	Percentage
1	SS	3	6%
2	S	16	32%
3	R	11	22%
4	TS	11	22%

5	STS	9	18%
Amount		50	100%

Source: Data processed in 2022

Based on the table above, most of the respondents agreed with the indicators of the Work Stress variable. The number of respondents who strongly agreed were 3 people (6%), agreed as many as 16 people (32%), undecided as many as 11 people (22%), disagreed as many as 11 people (22%), and strongly disagreed as many as 9 people (18%).

4. Validity test

Validity test was carried out for organizational culture variables, organizational commitment variables, and work stress variables. The results of the validity test show that all indicators on the three variables are declared valid because the r-count value is greater than r-table (n - 2).

Table 8. Validity Test Results for Organizational Culture Variables

No	r Count	r Table	Information
1	0.763	0.279	Valid
2	0.78	0.279	Valid
3	0.78	0.279	Valid
4	0.805	0.279	Valid
5	0.785	0.279	Valid
6	0.772	0.279	Valid
7	0.67	0.279	Valid
8	0.632	0.279	Valid
9	0.79	0.279	Valid
10	0.703	0.279	Valid
11	0.824	0.279	Valid
12	0.763	0.279	Valid

Based on the validity test above, it can be concluded that all indicators of organizational culture variables are declared valid, because the value of r-count > r-table.

Table 9. Results of the Validity Test of Organizational Commitment Variables

No	r Count	r Table	Information
1	0.773	0.279	Valid
2	0.621	0.279	Valid
3	0.666	0.279	Valid
4	0.776	0.279	Valid
5	0.752	0.279	Valid
6	0.725	0.279	Valid
7	0.654	0.279	Valid
8	0.784	0.279	Valid
9	0.773	0.279	Valid

Based on the validity test above, it can be concluded that all organizational commitment

variable indicators are declared valid, because the value of r-count > r-table.

Table 10. Results of Validity Test of Work Stress Variables

No	r Count	r Table	Information
----	---------	---------	-------------

1	0.643	0.279	Valid
2	0.538	0.279	Valid
3	0.625	0.279	Valid
4	0.784	0.279	Valid
5	0.784	0.279	Valid
6	0.786	0.279	Valid
7	0.722	0.279	Valid
8	0.877	0.279	Valid
9	0.787	0.279	Valid
10	0.749	0.279	Valid
11	0.765	0.279	Valid
12	0.777	0.279	Valid
13	0.817	0.279	Valid
14	0.863	0.279	Valid
15	0.879	0.279	Valid
16	0.755	0.279	Valid
17	0.772	0.279	Valid
18	0.643	0.279	Valid

From the results of the validity test above, it can be concluded that all indicators on the work stress variable are declared valid because the r-count value is greater than the r-table. Thus, all statement items in the questionnaire have a significance level

5. Reliability Test

Reliability test is used to measure the precision and accuracy of measurements. In the reliability test, the limit value of Cronbach alpha is 0.60. When the dependency value falls below 0.60, it is considered not good. if it is between 0.70 and 0.80 it is considered acceptable, and if it is above 0.80 it is considered good. Reality testing can be seen below:

Table 11. Reliability Test

Cronbach's Alpha	N of Items
.928	3

Source: SPSS Version 16.0

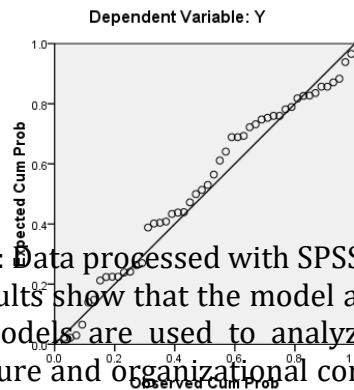
Based on the data above, it shows that this variable has a Cronbach alpha of 0.928, which means that all variables in the questionnaire measurement are reliable and considered reliable.

6. Normality test

Test Normality is done to find out whether the residual distribution is regular or not. This normality test uses graphical analysis with the Normal Probability Plot (Normal PP Plot) and the Kolmogorov-Smirnov test.

Figure 1. Normality Test

Normal P-P Plot of Regression Standardized Residual



Source: Data processed with SPSS 16.0 in 2022

The normality test results show that the model at the assumption of normality and applicable regression models are used to analyze the effect of independent variables (organizational culture and organizational commitment) on the dependent variable (work stress).

Table 12. Kolmogorov-Smirnow

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		50
Normal Parameters	Means	0.0000000 _
	std. Deviation	7,61359609
Most Extreme Differences	absolute	0.112 _
	Positive	0.072 _
	Negative	-0.112 _
Kolmogorov-Smirnov Z		0.795 _
asympt. Sig. (2-tailed)		0.552 _

Based on the table above, it can be concluded that in this study there is a normal discipline. This can be seen from the significance value of $0.552 > 0.05$.

7. Hypothesis testing

a. t test (Partial)

For examine the effect of the independent variable partially on the dependent variable. The results of the t test show that the organizational culture variable has a

positive and significant effect on work stress, while the organizational commitment variable is not significant but has a positive effect on the level of employee work stress.

Table 13 . T Test Results (Partial)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
1 (Constant)	0.168 _	0.468 _		0.360	0.721
X1	0.085 _	0.023 _	0.607 _	3,730	0.001
X2	0.056 _	0.031 _	0.292 _	1,792	0.080

a. dependent Variables: Y

Based on the t-test analysis in the table above, for the organizational culture variable (X1), the t-value is 3,730, while the t-table value for the distribution of 0.05 (5%) is 2,000. With a significance value of $0.001 < 0.05$, the organizational culture variable (X1) has a significant and positive influence on the level of work stress.

Meanwhile, for the organizational commitment variable (X2), the t-value is 1,792, and the t-table value for the 0.05 (5%) distribution is 2,000. With a significance value of $0.080 > 0.05$, the organizational commitment variable (X2) has no statistically significant effect, although it has a positive effect on the level of employee work stress.

Thus, based on these data, it can be concluded that organizational culture variable (X1) has a significant effect on work stress, while organizational commitment variable (X2) has no significant effect on work stress levels. Therefore, the first hypothesis can be accepted, while the second hypothesis cannot be accepted. The third hypothesis which states that the two variables jointly have an acceptable influence, and of the two variables, the one that has the most dominant influence is the organizational culture variable (X1) with a t-value of 3,730.

b. f Test (Simultaneous)

The Simultaneous F test is used to assess whether the independent variables jointly have a significant effect on the dependent variable. If the calculated F value exceeds the table F value, it can be concluded that the independent variables together are able to explain the variation of the dependent variable simultaneously. The following are the results of the F Test:

Table 14 . F Test Results (Simultaneous)

ANOVA^b

Model		Sum of Squares	Df	MeanSquare	F	Sig.
1	Regression	131,527	2	65,763	80,338	.000a
	residual	38,473	47	.819		
	Total	170,000	49			

a. Predictors: (Constant), X2, X1

ANOVA b

Model		Sum of Squares	Df	MeanSquare	F	Sig.
1	Regression	131,527	2	65,763	80,338	.000a
	residual	38,473	47	.819		
	Total	170,000	49			

b. Dependent Variable: Y

Source: Data processed with SPSS 16.0, year 2022

Based on the results of statistical calculations Test - F in table 14, the calculated F value is 80,338. When compared with the F table value of 3,180 with a significance level of 0.05 (5%), it can be concluded that F count > F table (80,338 > 3,180) with an F significance value of 0.000, which is smaller than 0.05. This shows that the independent variables organizational culture (X1) and organizational commitment (X2) together have a positive and significant influence on work stress. Therefore, the first hypothesis proposed can be accepted.

c. Test the coefficient of determination (R²)

The coefficient of determination test (R²) aims to measure the extent to which the independent variables can explain the variation of the dependent variable. The R square value is considered good if it is above 0.5 because R square has a value range between 0 to 1.

Table 15. Test Results for the Coefficient of Determination (R²)

Summary Model ^b

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.880 ^a	.774	.764	.905

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

From the table above, it can be concluded that the value of the adjusted R square is 0.764. This means that the organizational culture variable and organizational commitment variable have an influence of 77% on the level of employee work stress, while the remaining 23% is influenced by other factors not examined in this study.

d. Multiple Linear Regression Test

Previously, a test was carried out on the requirements of the analysis and the classical assumptions of the regression basis, and the results showed that the variables involved in the analysis met the requirements and the classical assumptions. Thus, research can be continued by testing the significance and interpretation of the regression model.

Table 16 . Multiple Linear Regression Test

Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
	B	std. Error	Betas		
1 (Constant)	.168	.468		.360	.721
X1	.085	.023	.607	3,730	.001
X2	.056	.031	.292	1,792	.080

a. Dependent Variable: Y

Based on the table above, the regression equation can be obtained, as follows:

$$Y = a + b_1X_1 + b_2X_2 + e_i$$

$$Y = 0.168 + 0.085X_1 + 0.056X_2 + e$$

The interpretation of the multiple regression equation is as follows:

1. If the values of the variables X1 (organizational culture) and X2 (organizational commitment) are assumed to be constant or equal to zero, then the value of the variable Y (work stress level) is 0.168.
2. Organizational culture variable (X1) has a positive influence on the level of work stress (Y) with a regression coefficient of 0.085. This means that if there is an increase in the organizational culture variable (X1) by 1 unit, then the level of work stress (Y) will decrease by 0.085, assuming other variables remain constant.
3. Organizational commitment variable (X2) also has a positive influence on the level of work stress (Y) with a regression coefficient of 0.056. That is, if there is an increase in the organizational commitment variable (X2) by 1 unit, then the level of work stress (Y) will decrease by 0.056, provided that other variables remain constant.

e. The Effect of Organizational Culture (X1) on Work Stress

The results of hypothesis testing show that it is suspected that organizational culture has an influence on the level of work stress, and this hypothesis is accepted. Regression analysis shows that the organizational culture variable has a significant positive effect on the level of work stress, with a regression coefficient of 0.085 and a significance value of 0.001. That is, the organizational culture variable is one of the factors that significantly influences the level of employee work stress.

f. The Effect of Organizational Commitment (X2) on Work Stress

The results of hypothesis testing show that it is suspected that organizational commitment has an influence on the level of work stress, and this hypothesis is also accepted. However, the regression analysis shows that the organizational commitment variable has a positive relationship to the level of employee work stress, but does not have a significant effect. The magnitude of the influence of the organizational commitment variable on the level of work stress is 0.056 with a significance value of 0.080. This means that although the organizational commitment variable contributes positively to job stress, its contribution is not statistically significant.

g. The Effect of Organizational Culture (X1) and Organizational Commitment (X2) on Work Stress (Y)

The results of hypothesis testing show that it is suspected that organizational culture and organizational commitment have a joint effect on the level of employee work stress, and this hypothesis is accepted. Regression analysis shows that the variables of organizational culture and organizational commitment simultaneously have a significant positive relationship to the level of work stress. Based on the results of the analysis, the effect of the two together on work stress is 0.774 with a significance value of 0.000. This shows that the variables of organizational culture and organizational commitment jointly affect the level of employee stress significantly.

G. CONCLUSION

The conclusions from the research analysis on the Influence of Organizational Culture and Work Commitment to Work Stress can be summarized as follows:

1. Testing the first hypothesis shows that the organizational culture variable (X1) has a positive and significant effect on the level of work stress. The partial t-test results show that the organizational culture variable has a regression coefficient of 0.085 with a significance value of 0.001. This indicates that an increase in organizational culture contributes positively to reducing employee work stress levels.
2. Testing the second hypothesis shows that the organizational commitment variable (X2) also has a positive effect on the level of work stress, but not statistically significant. The partial t-test results show that the organizational commitment variable has a regression coefficient of 0.056 with a significance value of 0.080. Even though the effect is positive, there is not enough evidence to state that this variable significantly affects the level of employee work stress.
3. Testing the third hypothesis shows that together, organizational culture variables (X1) and organizational commitment (X2) have a positive and significant influence on the level of work stress. The results of the F test (simultaneous) show that the calculated F value is 80,338 with a significance value of 0.000, which indicates that the two variables together contribute significantly to the level of employee work stress.

Thus, it can be concluded that in this study, organizational culture and organizational commitment play an important role in influencing the level of work stress of employees. The organizational culture variable has a positive and significant influence, while the organizational commitment variable has a positive but not statistically significant effect. Taken together, both contribute significantly to the level of employee work stress.

BIBLIOGRAPHY

- Asfiah, Nurul 2010. *Organizational Culture*. January, 15.
- Edison, Emron, et al. 2016. *Human Resource Management*. Cet. 1. Bandung: Alfabeta.
- Ghozali, Imam. 2011. *Application of Multivariate Analysis with the IBM SPSS 19 Program*. Semarang: Diponegoro University Publishing Agency.
- Hendrayani, D. 2013. The Effect of Commitment and *Job Insecurity* on *Turnover Intentions* at Garuda Call Center Operators. *Journal of Mix*, lii (1), 109-120.

- Jamal, Muhammad. 2011. Job Stress, Job Performance and Organizational Commitment in a Multinational Company: An Empirical Study in Two Countries. *International Journal of Business and Social science*. (2) 13, 20-29.
- Kaswan, Akhyadi. 2015. *Human Resource Development*. Bandung: Alfabeta.
- Kusumawati, Ratna. 2008. The Influence of Organizational Culture and Leadership Style on Job Satisfaction to Improve Employee Performance (Case Study at Roemani Hospital Semarang). *Thesis. Diponegoro University Postgraduate Program*.
- Mowday, RT, Porter, LW and Steers, RM 1982. *Employee Organizational Linkages: The Psychology of Commitment, Absenteeism and Turnover*. London: Academy Press Inc.
- Narayana, A. 2017. A Critical Review of Organizational Culture on Employee Performance. *American Journal of Engineering and Technology Management*. (2) 5, 72-76
- Robbins, Stephen P. and Judge, Timothy A. 2013 . *Organizational behavior*. New Jersey: Pearson Education.
- Sugiyono. 2012. *Quantitative, Qualitative, and R and D Research Methods*. Bandung: Alfabeta.
- Torang, shamsir. 2013. *Organization and Management (behavior, structure, culture & organizational change)*. Bandung: Alfabeta.
- Umi narimawati. 2008. *Multivariate Analysis Techniques for Economic Research*. Yogyakarta: Science Graha .