

## The Influence of Organizational Climate on Organizational Commitments with Work Stress as a Mediation Variables in Jimbaran Resort

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**ABSTRACT :** The purpose of this study is to determine the effect of organizational climate on organizational commitment with work stress as a mediating variable at Keraton Jimbaran Resort. 148 employees used as sample using the saturated sampling method. Data collection carried out through interviews and questionnaires. The data analysis technique used are descriptive statistical analysis, path analysis and single test analysis. The results of this study found that organizational climate has a significant positive effect on organizational commitment, organizational climate has a significant negative effect on job stress, job stress has a significant and negative effect on organizational commitment and organizational climate has an indirect effect on organizational commitment through the variable job stress.

**KEYWORDS:** *Organizational Commitment, Organizational Climate, Work Stress.*

### I. INTRODUCTION

Keraton Jimbaran Resort has made great progress in terms of buildings, management, facilities and services which will eventually attract many tourists and ensure employee welfare. Keraton Jimbaran Resort in its efforts to improve the quality of management and good service is required to have employees who are highly committed to the progress and success of the organization itself. Until now, the employees of Keraton Jimbaran Resort have a high enough commitment where the results of observations and interviews that have been conducted have found that the highest working tenure of employees at Keraton Jimbaran Resort is 12 years.

Employee commitment is known as an attitude approach to the organization. For highly committed employees, there is little reason to leave the organization and desire to join other organizations, while employees with low commitment will work less optimally, and will even leave or leave the organization. Employees who have high commitment will accept all assigned job duties and responsibilities (Lubis, 2015). With high commitment from employees, the organization will have a positive impact. Highly committed employees make the organization more competitive because highly committed employees are usually more creative and innovative. Tadampali *et al.* (2016), Organizational commitment reflects how deeply the employee is involved in the organization where he works or how much the employee identifies himself with the organization and is committed to organizational goals. Employees who are strongly committed also work harder and show better performance than employees with low commitment (Purnama & Riana, 2020). Danish *et al.* (2015), The organizational commitment that is formed on each employee cannot be separated from the existence of a good organizational climate.

Widiarti & Dewi (2016) shows that organizational climate is closely related to organizational commitment through employee satisfaction. Organizational climate is the perception of organizational members regarding what exists or happens in the internal environment of the organization that affects the attitudes, behavior and performance of organizational members which then determines organizational performance (Yucel, 2015). According Purnama & Riana (2020) organizational climate is the perception of the atmosphere, determination and expectations of employees by being demanded by a system or norm that directs employees to act or work according to certain procedures in an effort to carry out tasks with a high degree of success. Putra *et al.* (2015), Organizational climate should be more of an individual attribute than an attribute of the organization. Individual assessments of the organizational situation differ from one employee to another, caused by differences in the abilities, values and habits of employees that must be adapted to organizational culture, differences in employee contributions to the organization and differences in management styles (Ausri *et al.*, 2018).

Thakre & Shroff (2016), The dimensions of organizational climate that affect HR behavior in organizations are generally divided into two, namely physical and non-physical. The physical dimensions such as the state of the physical environment of the workplace and the non-physical dimensions consist of the state of the social environment, the implementation of the management system, products, consumers, clients and customers served, the physical and psychological conditions of members of the organization and organizational culture.

Stress or mental stress is a natural state, formed in humans as a response to every desire or will. Therefore stress cannot be avoided, because it is part of everyday life in humans. Dwipayana et al. (2015) Stress as a response to adaptation which is influenced by individual differences and psychological processes, as a consequence of environmental actions, situations or events that place too much psychological and physical demands on a person, thus it can be concluded that work stress arises due to environmental and environmental demands. the response of each individual in dealing with it can be different. Job stress can be seen from stress on work conditions, stress on roles and stress on interpersonal factors. Job stress is an individual behavior that is basically contrary to organizational goals which if not handled effectively by management will have a negative impact, both for the performance of the employee concerned and for the overall performance of the company (Akwan et al., 2016). people who are exposed to work stress tend to be unproductive and have various attitudes that can harm the company. The employee's work stress, if not addressed immediately, can have an impact on behavior that is not expected by the company, such as low job satisfaction and decreased employee organizational commitment.

Several reasons were found that led to a decrease in the number of employees, one of which was because most of them felt the burden was caused by very crowded guests who came to the hotel. The arrival of guests is very crowded, employees are required to work extra in order to maximize service for guests. On the other hand, when the hotel is quiet, guests also make employees feel stressed because they do not get additional services from visitors who stay at the hotel. The saturation felt by employees makes employees want to find new atmosphere and decide to leave the organization. The problem of employee commitment at Keraton Jimbaran Resort is an encouragement for employees to leave the organization. This is motivated by the workload provided that is not proportional to the wages earned. This can create an uncomfortable atmosphere in the organization.

## II. HYPOTHESIS DEVELOPMENT

The theory used in this research is the social exchange theory. Social exchange theory is the view of employees when they have been treated well by the organization, they will tend to behave and behave more positively towards the organization. Social exchange theory explains the reciprocal relationship between employees and organizations, organizations that provide employees with support and acknowledge employees views in decision making, employees will respond with commitment to the organization (Muhammad & Abdullah, 2016). This theory is based on an increasingly close relationship to mutual trust, loyalty and mutual commitment between the two parties.

A good organizational work climate supports employees in completing work tasks so that they can work optimally. A positive organizational work climate shown in the form of good working conditions in the organization makes it easier for employees to involve themselves in organizational activities. The more employees spend their time participating in organizational activities, it shows that the employee's organizational commitment is getting stronger so that their work performance will also improve. Marli & Fitria (2015) shows that organizational climate has a positive and significant effect on organizational commitment. Positive climatic conditions will directly have a positive impact on organizational commitment. Aghdaie & Behpouri (2015) shows that organizational climate has a positive and significant effect on organizational commitment. Widiarti & Dewi (2016), and Purnama & Riana (2020), which states that the same result is that organizational climate has a positive and significant effect on organizational commitment. Based on this description, the hypothesis proposed in this study is as follows.

H1: Organizational climate has a significant positive effect on organizational commitment.

An organization that has a positive and conducive climate will create comfort for employees so that it makes employees have a low stress level which can make the employee more enthusiastic and committed to the organization (Pecino, 2019). This is also supported by research from Lan(2020) which states that organizational climate has a negative and significant effect on job stress. This is also supported by research conducted by Subawa & Surya (2017), Angelina & Ratnaningsih (2016) and Abdillah et al. (2016). Based on these results, the hypothesis proposed in this study is as follows.

H2: Organizational climate has a significant negative effect on job stress.

Based on research conducted by Peter (2019) where the results of their research found that work stress has a significant effect on organizational commitment. Likewise with the research results shown by Masihabadi et al. (2015), showing that work stress has a significant and negative effect on organizational commitment. This is also supported by research conducted by Bhatti et al. (2016). Based on the explanation above, the following hypothesis can be formulated.

H3: Job stress has a significant and negative effect on organizational commitment

Cahyadi & Utama (2018) states that organizational climate has a positive effect on organizational commitment. Due to the more conducive and comfortable organizational climate felt by employees, it will increasingly make these employees more committed to working for the organization, while research conducted by Ruzungunde et al. (2016) stated that there is a negative relationship between work stress and organizational commitment. Individuals who experience stress while doing work will feel less committed to the organization. Research conducted by Pecino (2019) states that organizational climate has a negative relationship with work stress. So it is assumed that job stress has a mediating role in the relationship between organizational climate and organizational commitment. This is also supported by research conducted by Sugiarto (2018). So that the hypothesis is drawn as follows.

H4: Organizational climate has an indirect effect on Organizational Commitment through job stress variables.

### III. METHODS

This research is classified into associative quantitative research. The object of this research is the organizational commitment of the employees of Keraton Jimbaran Resort based on the influence of organizational climate and work stress. In this study, the dependent variable is Organizational Commitment (Y), the independent variable is Organizational Climate (X) and the mediating variable is Job Stress (M). Quantitative data, in this study is the number of employees, age, and working tenure of Keraton Jimbaran Resort, as well as processing of interview results. Qualitative data, in this study are the results of interviews from respondents. The primary source of this research is the primary data collected in this study obtained from interviews and answers to questionnaires distributed to employees of Keraton Jimbaran Resort. The secondary source of this research is the internal organization of Keraton Jimbaran Resort, in the form of an overview of the organization, organizational structure and data on the number of employees of Keraton Jimbaran Resort. The population in this study were all employees of Keraton Jimbaran Resort. Respondents used in this study are a population of 148 respondents who are all employees of Keraton Jimbaran Resort. The method used is saturated sampling technique. The data collection methods used in this study are interviews and questionnaires

### IV. RESULTS AND DISCUSSION

Respondent data obtained, male respondent dominates in this study with a percentage of 59.46 percent, those who are 21-25 years dominate with a percentage of 39.86 percent. Respondent who has Diploma degree dominates with a percentage of 38.51 percent.

The organizational climate variable that has the lowest score is the statement, I like working here because it is involved in the work process, obtained a score of 3.30 which is quite good, but has a low score compared to other statements, this means that in general the respondents think that they have not. happy to work here. The organizational climate variable that has the highest average is the statement, I like working here because the responsibility given is clear, obtained a score of 3.47 which is good, this means that in general the respondents feel happy working here because the responsibilities given are clear. The job stress variable that has the lowest average is the statement, Job promotion and job security are guaranteed, It was obtained a score of 2.39 which is a low criterion, but has a low score compared to other statements, this means that in general the respondents have no problems. with their promotion and job security. The job stress variable that has the highest average is the statement, Supervision and training is sufficiently provided by management, obtained a score of 2.74 which is sufficient, this means that in general the respondents feel that supervision and training are sufficiently provided by management.

The organizational commitment variable that has the lowest average is the statement, I feel a loss if I leave this organization., It was obtained a score of 3.19 which is quite good, but has a low score compared to other statements, this means that in general the respondents do not feel loss if you leave this organization. The organizational commitment variable that has the highest average is the statement, I am willing to be involved in work activities for the benefit of the organization, a score of 3.53 is obtained which is good, this means that in general the respondents are willing to be involved in work activities for the benefit of the organization.

The organizational climate variable has a coefficient of -0.417, which means that organizational climate has a negative effect on work stress. This means that if the organizational climate increases, the work stress will decrease by 0.417. The organizational climate variable has a coefficient of 0.760, which means that organizational climate has a positive influence on organizational commitment, this means that if the organizational climate increases then organizational commitment will increase by 0.760. Job stress variable has a coefficient of -0.209 means that work stress has a negative effect on organizational commitment. This means that if work stress increases then organizational commitment will decrease by 0.209. In research conducted at Keraton Jimbaran Resort, regarding the influence of organizational climate on work stress, the results showed that organizational climate has a direct effect on work stress of -0.417. The effect of work stress on organizational commitment, it is found that the results of work stress have a direct effect on organizational

commitment of -0.209. The influence of organizational climate on organizational commitment, the results show that organizational climate has a direct influence on organizational commitment of 0.760. The role of work stress in mediating the influence of organizational climate on organizational commitment, the results show that organizational climate has a direct and indirect effect through work stress on organizational commitment with coefficient values of 0.760 and 0.087, respectively, so that the total effect size is 0.847.

Organizational climate has a Beta value of 0.760 and a Sig. amounting to 0,000, it can be said that  $H_0$  is accepted because of the Sig.  $0.000 < 0.05$ . The conclusion is that organizational climate has a positive and significant effect on organizational commitment. In other words, the more the organizational climate increases, the organizational commitment at Keraton Jimbaran Resort will increase. So that the first hypothesis is accepted. A good organizational climate supports employees in completing work tasks so that they can work optimally. A positive organizational climate shown in the form of good working conditions in the organization makes it easier for employees to involve themselves in organizational activities. The more employees spend their time participating in organizational activities, it shows that the employee's organizational commitment is getting stronger so that their work performance will also increase. Marli & Fitria (2015) showing that organizational climate has a positive and significant effect on organizational commitment. Positive climatic conditions will directly have a positive impact on organizational commitment. Aghdaie & Behpouri (2015) shows that organizational climate has a positive and significant effect on organizational commitment. This is also supported by the research of Widiarti & Dewi (2016) and Purnama & Riana (2020), which states that the same result is that organizational climate has a positive and significant effect on organizational commitment.

Organizational climate has a Beta value of -0.417 and a Sig. amounting to 0,000, it can be said that  $H_0$  is accepted because of the Sig.  $0.000 < 0.05$ . The conclusion is that organizational climate has a negative and significant effect on work stress, in other words, the increasing organizational climate at Keraton Jimbaran Resort, the lowering work stress at Keraton Jimbaran Resort. So that the second hypothesis is accepted. An organization that has a positive and conducive climate will create comfort for employees so that it makes employees have a low stress level which can make these employees more enthusiastic and committed to the organization. Work stress has a Beta value of -0.209 and a Sig. of 0.000, it can be said that  $H_0$  is accepted because of the Sig.  $0.000 < 0.05$ . The conclusion is that work stress has a negative and significant effect on organizational commitment, in other words if work stress increases, organizational commitment at Keraton Jimbaran Resort will decrease. So that the third hypothesis is accepted. The results of this study are in accordance with Masihabadi et al. (2015) showing that work stress has a significant and negative effect on organizational commitment.

Based on the results of the Sobel test, it shows that the tabulation results  $Z = 3,767 > 1,96$ , which means that the organizational climate variable has a significant effect on organizational commitment at Keraton Jimbaran Resort by mediating work stress, so that work stress is the mediating variable of the influence between organizational climate on organizational commitment at the Jimbaran Palace. Resort. So that the fourth hypothesis is accepted. The results of this study are in line with the results of research conducted by Ruzungunde et al. (2016), stated that there is a negative relationship between work stress and organizational commitment. Individuals who experience stress while doing work will feel less committed to the organization. In calculating the total coefficient of determination is 0.797, the conclusion is that 79.7% of the organizational commitment variable at Keraton Jimbaran Resort is influenced by organizational climate and work stress, while the remaining 20.3% is influenced by other factors that are not included in the research

## V. CONCLUSION

Organizational climate has a positive and significant effect on organizational commitment at Keraton Jimbaran Resort. Organizational climate has a negative and significant effect on work stress at Keraton Jimbaran Resort. Job stress has a negative and significant effect on organizational commitment at Keraton Jimbaran Resort. Job stress is a mediating variable for the influence of organizational climate on organizational commitment at Keraton Jimbaran Resort.

Based on the results obtained, organizational climate has a significant positive effect on organizational commitment decisions at Keraton Jimbaran Resort and work stress has a significant negative effect on organizational commitment decisions at Keraton Jimbaran Resort. This shows that the better the organizational climate and the lower work stress will increase employee organizational commitment. At Keraton Jimbaran Resort, it must improve the organizational climate within the company so that employees feel compelled to increase enthusiasm for work, so that it will increase organizational commitment to the Keraton Jimbaran Resort. In terms of organizational climate, the indicator that has the lowest average is that I like to work here because it is involved in the work process, what the company has to do is involve employees in various activities in the company, so that employees feel valued within the company. In terms of work stress, the indicator that has the highest average is that supervision and training have been sufficiently provided by management, what the company must do is pay attention to supervision and sufficient training has been provided by management in order to reduce work stress and be able to increase employee morale.



For further research, it is expected to be able to add variables that can affect organizational commitment, and be able to expand the scope of research that is not only limited to employees at Keraton Jimbaran Resort or can also replace research locations that are not only focused on a research location, thus providing a more views and can be implemented in general.

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