

**THE EFFECT OF WORK STRESS, EMPLOYEE ENGAGEMENT,
ORGANIZATIONAL SUPPORT, AND WORK ENVIRONMENT ON CV
EMPLOYEE ORGANIZATIONAL COMMITMENT. HIKMAH MANDIRI TEGAL**

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ABSTRACT

The purpose of this research was to determine the effect of work stress, employee engagement, organizational support, and work environment on the employee organizational commitment of CV. Hikmah Mandiri Tegal. This research is a type of causal associative research with quantitative methods. The population in this study are all employees of CV. Hikmah Mandiri Tegal with a total of 35 employees using a census or saturated sampling. Data collection techniques in this research using a questionnaire. The data analysis technique used in this research is multiple linear regression analysis. The conclusions of this research are 1) Work stress has on effect on employee organizational commitment of CV. Hikmah Mandiri Tegal. 2) Employee engagement has on effect on employee organizational commitment of CV. Hikmah Mandiri Tegal. 3) Organizational support has on effect on employee organizational commitment of CV. Hikmah Mandiri Tegal. 4) Work environment has on effect on employee organizational commitment of CV. Hikmah Mandiri Tegal. 5)) work stress, employee engagement, Organizational Support and work environment has an effect on employee organizational commitment of CV. Hikmah Mandiri Tegal.

Keywords: *Work Stress, Employee Engagement, Organizational Support, Work Environment, Organizational Commitment*

ABSTRACT

The purpose of this study is to find out the influence of work stress, employee involvement, organizational support, and work environment on the organizational commitment of CV employees. Hikmah Mandiri Tegal. This research is a type of causal associative research with a quantitative method. The population in this study is all CV employees. Hikmah Mandiri Tegal which totals 35 employees using a saturated sampling technique. The data collection technique in this study uses a questionnaire. The data analysis technique used in this study is multiple linear regression analysis. The conclusions of this study are 1) work stress affects the organizational commitment of CV employees. Hikmah Mandiri Tegal. 2) employee involvement affects the organizational commitment of CV employees. Hikmah Mandiri Tegal. 3) organizational support affects the organizational commitment of CV employees. Hikmah Mandiri Tegal. 4) work stress, employee involvement, organizational support, and work environment simultaneously affect the organizational commitment of CV employees. Hikmah Mandiri Tegal.

Keywords: *Work Stress, Employee Engagement, Organizational Support, Work Environment, Organizational Commitment.*

A. Introduction

Background of the Problem

Human resources are one of the important factors in realizing goals and as a driver of operational activities in achieving organizational goals. Human resource management with a good increase in human capital is able to be one of the sources of competitive advantage and provide advantages owned by the organization (Ariawan and Sriathi, 2018). Because human resources are the main thing in the process of achieving organizational goals and achievements, organizations must not ignore the role of employees. A good organization is an organization that is able to make a good impression on its employees. The importance of the role of humans in the continuity of an organization, so the organization must be able to see and meet its needs and expectations so that organizational commitment is created that can increase the desire of employees to realize the main goals of the organization (Ramanto and Sitio, 2022)

Organizational commitment is the degree to which employees are confident and accept the organization's goals, and want to stay with the organization (Mathis and Jackson, 2006:122). Organizational commitment

can be said to be an attitude or behavior of a person that reflects loyalty to the organization. Good organizational commitment can make employees have high performance. A person is said to have a high commitment if the interests of the organization are higher than personal interests. The importance of high commitment from employees can have a positive impact on the organization, such as improving work quality, actively participating in the organization, job satisfaction, and reducing employee attendance and *turnover* levels (Siregar, 2020)

CV. Hikmah Mandiri is one of the business entities engaged in the construction sector in the field of building property whose existence is urgently needed by the wider community (Widayanti and Sariyathi, 2016). Considered as one of the instruments in development whose existence is felt to be very important for the wider community, CV. Hikmah Mandiri always strives to continue to update its performance in providing more optimal services and CV image. Hikmah Mandiri in the eyes of the public will always be good so that it satisfies its customers.

Organizational commitment is needed to measure the attitude of loyalty possessed by an employee

(Widiyastuti, 2021). Employees with high commitment can be expected to show optimal performance loyalty to the company they work for. The following is table 1 of employee turnover data that is an assessment of organizational commitment on CV. Wisdom of Independence.

Tabel 1
Data Turnover Karyawan CV. Hikmah Mandiri Tegal
Periode : Januari – Desember 2022

Bulan	Jumlah karyawan awal	Jumlah karyawan masuk	Jumlah karyawan keluar	Total karyawan akhir
Januari 2022	37	-	2	35
Februari 2022	35	-	-	35
Maret 2022	35	-	2	33
April 2022	33	-	-	33
Mei 2022	33	2	-	35
Juni 2022	35	-	1	34
Juli 2022	34	-	-	34
Agustus 2022	34	1	-	35
September 2022	35	1	-	36
Oktober 2022	36	-	1	35
November 2022	35	-	-	35
Desember 2022	35	-	-	35
Jumlah		4	6	35

Sumber: CV. Hikmah Mandiri Tegal Tahun 2023

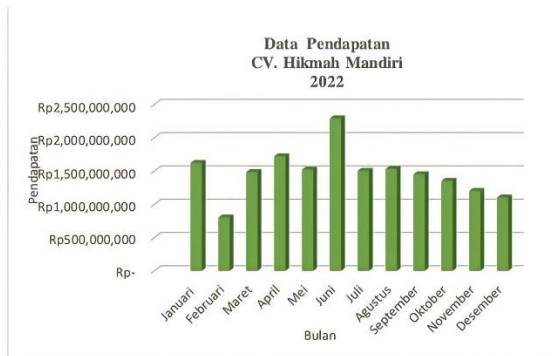
Based on the employee *turnover table* above, it appears that the organizational commitment of employees is low, which is evident in the number of employees who leave the company. In fact, the commitment of the employee organization is very important in the creation of good performance and the realization of an organizational goal.

The phenomenon that occurs in CV. Hikmah Mandiri Currently, with the low commitment of employee organizations, it is necessary to pay attention to several factors that cause low commitment, one of which is work stress. Stress is a consequence of every action and environmental situation that

causes excessive psychological and physical demands on a person (Sunyoto, 2012:61). Work stress can arise due to several things, namely excessive workload, unfair pressure and leadership attitudes, inadequate work facilities, work conflicts and so on. On CV. Hikmah Mandiri found that there is a phenomenon of work stress where employees receive great work demands and are not in accordance with the duties and authority of the position. As in the finance department, in addition to their work of managing the company's bookkeeping every day, on the other hand they are also required to manage orders, company taxes, and they must also have the ability to serve *customers*. Then in the service part, in addition to being able to serve, they must also be good at building science and bookkeeping. Because some jobs that should not be their part but they are required to be able to do it, then that is what causes work stress to employees. This is considered to increase employees' intention to leave the company which can affect the organization's commitment.

Another factor that affects organizational commitment is employee engagement. Employee involvement in work activities is important for the long-term growth of

the company and increasing profits in an increasingly challenging industry competition (Rahmi and Mulyadi, 2018). In a company, employees are part of carrying out the company's functions and become a valuable asset in the success of the company.



Gambar 1
Data Penjualan CV. Hikmah Mandiri Tegal 2022

Based on the revenue data graph above, the amount of revenue in September - December has decreased. The decrease in the amount of income in September - December in CV. Hikmah Mandiri is caused by the low involvement of employees in the company. This can be seen from the low behavior of employees in the company such as low enthusiasm for work where employees are still less effective in marketing the company's products which causes a decrease in sales, then the lack of employee involvement because there is still low knowledge and experience possessed by employees to participate in advancing the company, besides that some employees are often

considered to be less focused at work and often late when work.

Another factor that can affect an organization's commitment is organizational support. Organizational support is a form of support provided by the organization to employees as a form of self-development. The phenomenon that occurs in CV. The wisdom of Mandiri is that the support provided by the organization to its employees is still low. The following is table 2 regarding the organizational support provided to employees.

Tabel 2
Bentuk Dukungan Organisasi
CV. Hikmah Mandiri Tegal

No	Dukungan Organisasi
1.	Gaji
2.	Tunjangan Kesehatan
3.	Tunjangan Hari Raya
4.	Bonus

Sumber: CV. Hikmah Mandiri Tegal 2023

Based on table 2 regarding the form of CV organizational support. Hikmah Mandiri Tegal is only limited to salaries, allowances, and bonuses. Organizational support related to self-development such as training and job promotion is very minimal. Training is only given at the beginning of becoming a new employee with a period of ± 1 week. Training such as *off the job training* or *on the job training* during work is very rarely provided, considering that support such as training and job promotion is very

important to increase knowledge, skills and experience and as a means of self-development for CV employees. Hikmah Mandiri Tegal.

Furthermore, another factor that affects organizational commitment is the work environment. The work environment is everything that exists around the workers and that can influence them in carrying out the tasks charged to them (Sunyoto, 2012:43). The phenomenon of the work environment found on CV. Hikmah Mandiri includes a lack of workspace, air circulation such as fans and air conditioners that have not worked for a long time, noise levels caused by light steel cutting that often cause miscommunication between employees and customers, and the absence of a room for worship.

Based on the background that has been described above, this shows that the importance of this research is carried out so that various factors that must be considered by CVs are known. Hikmah Mandiri Tegal in maintaining and increasing employee organizational commitment, so the researcher is interested in conducting research on CV. Hikmah Mandiri Tegal with **the title "The Influence of Work Stress, Employee Involvement, Organizational Support, and Work**

Environment on CV Employee Organizational Commitment. Hikmah Mandiri Tegal.

Problem Formulation

Based on the background that has been described above, the formulation of the problem in this study is:

- 1) Does work stress affect CV employee organizational commitment. Wisdom of Tegal Independence?
- 2) Does employee involvement affect the organizational commitment of CV employees. Wisdom of Tegal Independence?
- 3) Does organizational support affect the organizational commitment of CV employees. Wisdom of Tegal Independence?
- 4) Does the work environment affect the organizational commitment of CV employees. Wisdom of Tegal Independence?
- 5) Whether work stress, employee involvement, organizational support, and work environment simultaneously affect CV employee organizational commitment. Wisdom of Tegal Independence?

Research Objectives

Based on the formulation of the problem above, the purpose to be

achieved in this study is to find out and analyze:

- 1) Does work stress affect CV employee organizational commitment. Hikmah Mandiri Tegal.
- 2) Does employee involvement affect the organizational commitment of CV employees. Hikmah Mandiri Tegal.
- 3) Does organizational support affect the organizational commitment of CV employees. Hikmah Mandiri Tegal.
- 4) Does the work environment affect the organizational commitment of CV employees. Hikmah Mandiri Tegal.
- 5) Whether work stress, employee involvement, organizational support, and work environment simultaneously affect CV employee organizational commitment. Hikmah Mandiri Tegal.

B. LITERATURE REVIEW

Theoretical Foundations

- 1) Organizational Commitment
According to (Mathis and Jackson, 2006:122) *organizational commitment* is the level at which employees believe in and accept the organization's goals, and are interested in staying within the organization.
- 2) Work Stress

According to Sedarmayanti (2011:76) work stress is defined as excessive demands on a person's ability to meet needs either in social activities, office work, or leisure activities that can cause undue burdens.

3) Employee Engagement

According to Rahmi and Mulyadi (2018), employee involvement is a process of work participation in realizing organizational success.

4) Organizational Support

According to Robbins & Judge in (Yusuf and Syarif, 2017:82) organizational support is the extent to which employees believe that the organization values their contributions and cares about their well-being.

5) Work Environment

According to Sunyoto (2012:43), the work environment is everything that exists around workers and that can influence them in carrying out the tasks they are charged with, such as cleaning, music, lighting, and others

Previous Research

Previous research used by the researcher is the basis for the preparation of research aimed at finding out the results of previous research, as well as part of the comparison and description to support the next similar research.

The Effect of Work Stress on Employee Organizational Commitment

Research conducted by Kadek Sri Widayanti and Ni Ketut Sariyathi (2016) with the title "The Effect of Job Satisfaction, Employee Empowerment, and Work Stress on Organizational Commitment to CV. Root Daya Mandiri" this research is a type of associative research. The number of samples used was 94 employees with *proportional random sampling* techniques. The data analysis technique used is multiple linear regression analysis. It shows that work stress has a negative effect on organizational commitment. These results mean that the higher the work stress experienced by employees, the lower their commitment to the company.

Effect of Employee Engagement on Employee Organizational Commitment

The research conducted by Amelia Rahmi and Mulyadi (2018) with the title "The Influence of Employee Engagement, Organizational Culture and Transformational Leadership on the Organizational Commitment of PT. PLN Banda Aceh" this research is a type of research with a quantitative approach in the form of associative. The number of samples used was 115

employees with a sampling technique, namely the saturated sample technique. The data analysis technique used is multiple linear regression analysis. It shows that employee involvement has a positive and significant effect on employee organizational commitment. This means that the higher the value of employee involvement, the higher the value of organizational commitment.

The Effect of Organizational Support on Employee Organizational Commitment

Research conducted by Ana Suwenti, et al. (2017) with the title "The Effect of Employee Empowerment, Job Satisfaction and Organizational Support on Employee Organizational Commitment at PT. PLN (PERSERO) TRANS-JBTB APP MADIUN" This research is a type of quantitative research. The number of samples used was 54 employees with a sampling technique, namely the saturated sample technique. The data analysis technique used is multiple linear regression analysis. It shows that organizational support has a positive and significant effect on organizational commitment. This means that the higher the level of organizational support, the higher the employee's commitment to the company.

The Influence of the Work Environment on Employee Organizational Commitment

research conducted by Nadhifa Faisal and I Gusti Ayu Manuati Dewi (2019) with the title "The Influence of Compensation, Work Environment, and Organizational Culture on Employee Organizational Commitment" this research was conducted on PT. Harum Indah Sari Tours & Travel and is a type of causal associative research. The number of samples used was 63 employees with *proportional incidental sampling* techniques. The data analysis technique used is multiple linear regression analysis. It shows that the work environment has a positive and significant effect on employee organizational commitment.

C. RESEARCH METHODS

Type of Research

The types of research used in this study include causal associative research with quantitative methods. According to Sulyanto (2018:15), causal associative research is a research that aims to analyze the influence between variables.

Population and Sample

According to Sugiyono (2009:80) population is a generalization area consisting of subjects who have certain qualities and characteristics determined

by the researcher to be studied and then drawn conclusions, while the sample is part of the number and characteristics possessed by the population.

The population in this study is all CV employees. Hikmah Mandiri Tegal consists of 35 people, consisting of 2 women and 33 men. Because the population is less than 100. Therefore, the sampling technique uses *Non Probability Sampling* with a *saturated* sampling technique.

Data Collection Methods

The data used in this study are sourced from primary data and secondary data. According to Sulyanto (2018:156) Primary data is data collected by direct researchers. Secondary data is data obtained indirectly from research subjects, such as journals, printed books and so on. The data collection technique in this study uses a questionnaire. According to Sugiyono (2009:142), a questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer. The questionnaire used was in the form of a list of questions (*checklist*) using a Likert scale.

Data Analysis Methods

1. Successive Interval Method (MSI)

Sulyanto (2018:142) Often the data obtained in research is ordinal scale

(e.g. Likert's), so it cannot be directly analyzed using parametric statistics such as regression or path analysis, therefore, the ordinal data must first be transformed into an interval scale using the *Successive Interval Method* (MSI).

2. Classical Assumption Test

a) Normality Test

The normality test is intended to test whether the residual values that have been standardized in the regression model are normally distributed or not (Suliyanto, 2011:69).

b) Multicollinearity Test

According to Suliyanto (2011:81), the multicollinearity test aims to test whether in the regression model formed there is a high or perfect correlation between independent variables or not.

c) Heteroscedasticity Test

Heteroscedasticity means that there are variable variants in the regression model that are not the same (constant). On the other hand, if the variable variants in the regression model have the same value (constant), it is called homoscedasticity. What is expected in the regression

model is homoscedasticity (Suliyanto, 2011:95).

3. Multiple Linear Regression Analysis

Multiple linear regression analysis is used in a much more complex reality, where one dependent variable can be affected by two or more independent variables (Suliyanto, 2011:53).

4. Hypothesis Test

a) Partial test (t-test)

Partial tests are used to test whether these variables have a significant effect on dependent variables or not. A variable will have a significant influence if the t-value of the variable is greater than the t-value of the table (Suliyanto, 2011:62).

b) Simultaneous Test (test F)

Simultaneous tests are used to test the accuracy of the model (*goodness of fit*). The simultaneous test or F test is used to test whether the free variable used in the model is able to explain the change in the value of the dependent variable or not (Suliyanto, 2011:61).

5. Coefficient of Determination

The determination coefficient is the amount of contribution of the independent variable to its

dependent variable. The higher the determination coefficient, the higher the ability of the independent variable to explain the variation of changes in the dependent variable (Suliyanto, 2011:55).

D. RESEARCH RESULTS AND DISCUSSION

Classical Assumption Test

Normality Test

Uji Normalitas Kolmogorov-Smirnov

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		35
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.46262571
Most Extreme Differences	Absolute	.074
	Positive	.073
	Negative	-.074
Test Statistic		.074
Asymp. Sig. (2-tailed)		.200 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Sumber: Output SPSS 22, 2023

Based on the output of the normality test data processing using the Kolmogorov-Smirnov test, the Asymp value can be obtained. Sig. (2-tailed) of 0.200 is greater than α , which is $0.200 > 0.05$. So it can be concluded that the data is distributed normally.

Multicollinearity Test

Uji Multikolinieritas

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Stres Kerja	.889	1.125
	Keterlibatan Karyawan	.962	1.039
	Dukungan Organisasi	.808	1.238
	Lingkungan Kerja	.912	1.097

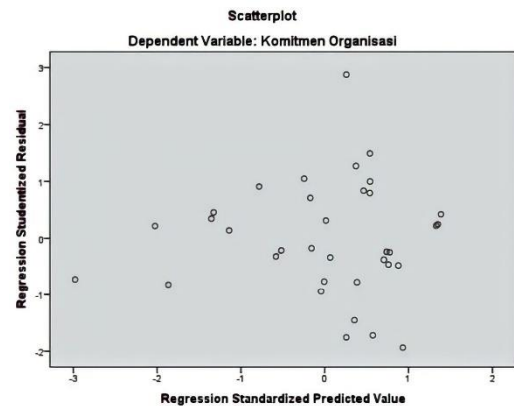
a. Dependent Variable: Komitmen Organisasi

Sumber: Output SPSS 22, 2023

Based on the output results of the multicollinearity test above, it shows

that all independent variables in this study have a *Tolerance* value of > 0.10 and a VIF number of < 10 , it can be concluded that in this study there are no symptoms of multicollinearity in the regression model used.

Heteroscedasticity Test



Sumber: Output SPSS 22, 2023

Based on the results of the data distribution output, the heteroscedasticity test with scatterplot graphs shows that no specific pattern is found and the plots are randomly distributed above or below the number 0 on the *Regression Studentized Residual* axis. Therefore, the heteroscedasticity test uses the scatterplot graph analysis method, in the regression model formed it is stated that no heteroscedasticity symptoms occur.

Multiple Linear Regression Analysis

Hasil Uji Parsial (Uji t)

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	26.997	1.054		25.625	.000
Stres Kerja	-.114	.018	-.565	-6.146	.000
Keterlibatan Karyawan	.123	.027	.394	4.468	.000
Dukungan Organisasi	.134	.021	.608	6.305	.000
Lingkungan Kerja	.047	.021	.201	2.216	.034

a. Dependent Variable: Komitmen Organisasi
Sumber: Output SPSS 22, 2023

The value of the regression equation is interpreted as follows:

1. A *constant value* of 26.997 means that if work stress, employee engagement, organizational support, and the working environment are equal to 0, then the organization's commitment is 26.997.
2. The regression coefficient value for the work stress variable is -0.114, this shows that the higher the work stress, the lower the organizational commitment of CV employees. Hikmah Mandiri Tegal.
3. The regression coefficient value for the employee engagement variable is 0.123, this shows that the better the employee engagement, the higher the organizational commitment of the CV employee. Hikmah Mandiri Tegal.
4. The regression coefficient value for the organizational support variable is 0.134, this shows that the better the organizational support increases the organizational commitment of CV employees. Hikmah Mandiri Tegal.

5. The regression coefficient for the work environment variable is 0.047, this shows that the better the work environment, the more the organizational commitment of CV employees. Hikmah Mandiri Tegal.

Hypothesis Test

Partial Test (t-Test)

Hasil Uji Parsial (Uji t)

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	26.997	1.054		25.625	.000
Stres Kerja	-.114	.018	-.565	-6.146	.000
Keterlibatan Karyawan	.123	.027	.394	4.468	.000
Dukungan Organisasi	.134	.021	.608	6.305	.000
Lingkungan Kerja	.047	.021	.201	2.216	.034

a. Dependent Variable: Komitmen Organisasi
Sumber: Output SPSS 22, 2023

Based on the results of data analysis using the t-test, it is known that:

1. The work stress variable (X1) was obtained t calculated less than -t table i.e. $-6.146 < -2.042$ and the significant value was smaller than 0.05 i.e. $0.000 < 0.05$ thus H0 was rejected H1 accepted. This means that work stress affects the organizational commitment of CV employees. Hikmah Mandiri Tegal.
2. The employee involvement variable (X2) was obtained t calculated greater than t table $4.468 > 2.042$ and the significant value was smaller than 0.05 i.e. $0.000 < 0.05$ thus H0 was rejected H2 was accepted. This means that employee involvement affects the

organizational commitment of CV employees. Hikmah Mandiri Tegal.

3. The organizational support variable (X3) obtained t calculation greater than t table $t_{6.305} > 2.042$ and the significant value was smaller than 0.05 i.e. $0.000 < 0.05$ thus H_0 rejected H_3 accepted. This means that organizational support has an effect on the organizational commitment of CV employees. Hikmah Mandiri Tegal.
4. The work environment variable (X4) obtained t calculation greater than t table $t_{2.216} > 2.042$ and the significant value was smaller than 0.05 i.e. $0.034 < 0.05$ thus H_0 was rejected H_4 was accepted. This means that the work environment affects the organizational commitment of CV employees. Hikmah Mandiri Tegal.

Simultaneous Test (Test F)

Hasil Uji Simultan (Uji F)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.068	4	6.267	25.837	.000 ^b
	Residual	7.277	30	.243		
	Total	32.344	34			
a. Dependent Variable: Komitmen Organisasi						
b. Predictors: (Constant), Lingkungan kerja, Keterlibatan Karyawan, Stres Kerja, Dukungan Organisasi						

Sumber: Output SPSS 22, 2023

Based on the table above, it was obtained that the F value was greater than the F table, which was $25.837 > 2.69$ and the significant value was smaller than 0.05, namely $0.000 < 0.05$ so that H_0 was rejected and H_5 was

accepted, meaning that work stress, employee involvement, organizational support, and work environment simultaneously affected the organizational commitment of CV employees. Hikmah Mandiri Tegal.

Coefficient of Determination

Uji Koefisien Determinasi

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.880 ^a	.775	.745	.49250
a. Predictors: (Constant), Lingkungan Kerja, Keterlibatan Karyawan, Stres Kerja, Dukungan Organisasi				
b. Dependent Variable: Komitmen Organisasi				

Sumber: Output SPSS 22, 2023

Based on the table above, it can be seen that the Adjusted *R Square value* is 0.745. This means that the variation of the variable of organizational commitment can be explained by the variation of the variables of work stress, employee engagement, organizational support, and work environment by 74.5% or the variables of work stress, employee involvement, organizational support, and work environment affecting organizational commitment by 74.5% and the remaining 25.5% due to other factors that the researcher did not scrutinize in this study.

DISCUSSION

1. Work stress affects the organizational commitment of CV employees. Hikmah Mandiri Tegal. Where employees have a high level of work stress because employees

receive great work demands, so this results in work stress affecting the employee's organizational commitment. This is in line with research conducted by Kadek Sri Widayanti and Ni Ketut Sariyathi (2016)

2. Employee involvement affects the organizational commitment of CV employees. Hikmah Mandiri Tegal. Where employees have a low enthusiasm for work, so that this results in employee involvement affecting the commitment of the employee organization. This is in line with research conducted by Amelia Rahmi and Mulyadi (2018).
3. Organizational support has an effect on the organizational commitment of CV employees. Hikmah Mandiri Tegal. Where if the organizational support provided is low, the organization's commitment will decrease. . This is in line with research conducted by Ana Suwenti, et al. (2017).
4. The work environment affects the organizational commitment of CV employees. Hikmah Mandiri Tegal. A good work environment will create working conditions that are able to provide motivation to work, so that it will have an influence on the commitment of the employee

organization. This is in line with research conducted by Nadhifa Faisal and I Gusti Ayu Manuati Dewi (2019)

5. Work stress, employee engagement, organizational support, and work environment have a simultaneous effect on CV employees' organizational commitment. Hikmah Mandiri Tegal.

E. CONCLUSIONS AND SUGGESTIONS

Conclusion

The conclusion of this study is as follows:

1. Work stress affects the organizational commitment of CV employees. Wisdom of Independence.
2. Employee involvement affects the organizational commitment of CV employees. Wisdom of Independence.
3. Organizational support has an effect on the organizational commitment of CV employees. Wisdom of Independence.
4. The work environment affects the organizational commitment of CV employees. Wisdom of Independence.
5. Work stress, employee engagement, organizational support, and work environment simultaneously affect

CV employee organizational commitment. Wisdom of Independence.

Suggestion

1. For companies, they should pay more attention to the level of work stress of their employees. Work stress is one of the factors that can cause a decrease in organizational commitment.
2. For companies, they should pay more attention to the involvement of their employees. Pay attention to the extent to which employees are oriented towards their work by always providing good feedback. So that employees will always be involved in their work and can increase employee organizational commitment.
3. For companies, it is necessary to increase the organizational support provided to employees. Care for the welfare of its employees, because organizational support is a company's obligation that must be given to employees.
4. For companies, it is necessary to improve a good working environment. A good work environment can provide a sense of comfort and security for employees in doing their work, so it will

increase the commitment of the employee organization.

5. For the next researcher, it is expected to be able to use other objects, further expand the research population used and include other independent variables such as leadership, organizational culture, and job satisfaction in increasing organizational commitment

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