



Impact of the Culture of the Organization, the Working Environment Contacted with Laboral Stress and the Variable of Intervening in the Wide of Vocational Training and Productivity

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ARTICLE INFO

Keywords: Job Satisfaction, Organization Culture, Work Environment, Work Stress

Received : 12, October

Revised : 16, November

Accepted: 22, December

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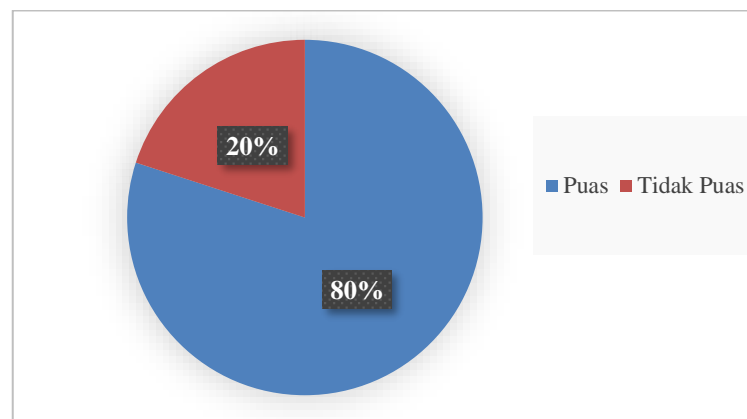


ABSTRACT

The aim of this research is to find the influence of organizational culture, work environment on job satisfaction with work stress as a mediation variable. The primary data was obtained from the results of the questionnaire to 116 respondents using the probability sampling technique. (SEM-PLS). The results of the study found Organizational culture has a significant negative influence on employee work stress, Working environment has a negative and significant influence upon employee job stress, Organizational cultures have a positive and significant impact on employees job satisfaction, The work environment has an important and positive impact on the employee's work satisfaction, Working stress has a positive influence and significant effect on employees' work satisfactions, The organizational culture influences employee satisfaction through work stress mediation, The working environment influences employees' satisfaction with the mediation of work stress in the main room vocation training and productivity.

INTRODUCTION

Discussions about employee satisfaction in order to create such optimum performance are of course also related to the performance of the staff of the Chamber of Vocational Training and Productivity of Bekasi to the vision and mission of the company. Based on data from a pre-survey conducted on 30 respondents, the staff of the Chamber of Vocational Training and Productivity of Bekasi, information was obtained that there was a phenomenon of non-maximum employment satisfaction of employees measured through indicators of job satisfaction according to Robbins & Judge. The following percentage of job satisfaction can be seen in Figure 1.



Picture 1 Percentage of Job Satisfaction 30 Respondents

Based on Figure 1. it is seen that the pre-satisfaction survey at BBPVP obtained 80% employees are satisfied and 20% employees are not satisfied, it has not reached the ideal number or score of 100%. To find out any variables that affect job satisfaction carried out a preliminary survey of 30 employees respondents measured through the variables Career satisfaction, Leadership Style, Working Environment, Organizational Culture, Workload, Motivation, and Work Stress as shown in Table 1.

Table 1 Variables Determinants of Job Satisfaction Training Vocation and Productivity

No	Variabel	Agree	%	Disagree	%	Skor	Ideal
1	I'm satisfied with my career in this office.	27	90%	3	10%	30	100%
2	I'm satisfied with the leadership style of the superiors in this office.	27	90%	3	10%	30	100%
3	I'm satisfied with the working environment in this office.	14	34%	16	66%	30	100%
4	I'm satisfied with the work culture in	12	30%	18	70%	30	100%

	this office.						
5	I'm satisfied with the burden of work I've been carrying in this office.	26	87%	4	13%	30	100%
6	I'm satisfied with the motivation given to the leadership in this office.	28	93%	2	7%	30	100%
7	I'm satisfied with the job demands in this office	24	80%	6	20%	30	100%
	Total	158	75,23 %	52	24,76 %	300	100%

Based on Table 1, it can be seen that the pre-survey variables determining job satisfaction obtained answers of 70% on the variable Organizational Culture, then on the Working Environment variable of 66%. So from the pre survey results the author can find the problem as the study that Organizational culture, Working environment, influences on employee job satisfactions in the Chamber of Vocational Training and Working Productivity.

In addition, pre-enquiries were conducted on the variables of Work Environment, Organizational Culture and and Work Stress using the Scale Label or Nominal with two indicators of answers i.e. agree and disagree to measure the management of the three variables which will be subsequently demonstrated in the study whether the three said variables influence the variable Employee Job Satisfaction.

Based on the existence of phenomena of job satisfaction problems that are not optimal then the researchers need to carry out further research on the variables that influence work satisfaction consisting of the Organizational Culture, Working Environment and Working Stress, then researchers are interested in doing research with the title Impact of Organizational Cultures, The work environment on Working Satisfaction with Working stress as a variable intervening in the Chamber of Vocational Training and Productivity

THEORETICAL REVIEW

Job Satisfaction

According to Aryanto (2018), Job satisfaction is "the feeling of supporting or not supporting the employee in working", whereas according to Hilmaya et al., (2021), Job satisfaction is "a pleasant or unpleasant emotional state in which employees view their work". Job satisfaction is "as a person's thoughts, feelings and action tendencies, which is a person's attitude towards work" (Purnamarini, 2021)

From some of these opinions it can be concluded that job satisfaction is a reaction that shows both pleasant and unpleasant feelings related to an employee's view of his or her job. In determining employment satisfaction there are several dimensions that can be used to express important characteristics of

the job, where people can respond to it. (Robbins & Judge, 2016). These dimensions include: the job itself, bosses, colleagues, promotions and salaries..

Organizational Culture

Organizational culture is a tool for solving problems or solutions, which can consistently work well within a particular group or institution in the face of external and internal issues, so that it can be transmitted or taught to its members both new and old as a method of perception, thinking and feeling in relation to such issues. (Melati et al., 2022). According to Regen et al., (2021), Understand organizational culture as a basic pattern of thinking taught to new members of the organization as a way to feel, think, and act from time to time. According to Sedarmayanti (2017), Organizational culture is a belief, attitude, and value that generally exists, and arises within an organization.

Based on the description of the organizational culture, it can be concluded that, the culture of the organization is a unity of thinking, actions and behavior in the organization to deal with external and internal issues. According to Edison et al. (2016), To support performance, a strong organizational culture is essential. Dimensions and indicators of organizational culture are: self-awareness, aggression, personality, performance and team orientation

Work Environment

According to Anwar (2019), The working environment is the whole of the tools and materials faced, the surrounding environment in which a person works, the method of work, and the arrangement of work both individually and as a group. According to Jusman & Rohani, (2021), A work environment is an area around an employee that influences a person to gain a sense of safety, comfort, and satisfaction in performing and completing the work given by the superior. (Susanti & Mardika, (2021).

Based on the explanation above, it can be concluded that the employee's working environment is a condition surrounding the employees that can affect the performance of their duties and responsibilities. The working environment is divided into two dimensions: physical and non-physical. (Siagian, 2016).

Stres Kerja

According to Mangkunegara (2017), within the company, work stress is an important aspect of the company because it relates to the performance of employees, while according to Iskanto (2021), Stress is one of the stress conditions that affects one's emotional, thinking processes, and physical condition. Working stress occurs when job-related needs cannot be offset by a worker's ability to cope with them, work stress is always seen as an unpleasant emotional situation for employees. (Sari, 2022).

Thus it can be argued that work stress is a stressful state experienced by employees because of the demands of work that are not balanced with the ability they possess so that it can affect the mental and physical condition of a person. According to Mangkunegara (2017) In determining work stress there

are several dimensions that can be used to reveal important characteristics namely: workload, role conflict and role ambiguity

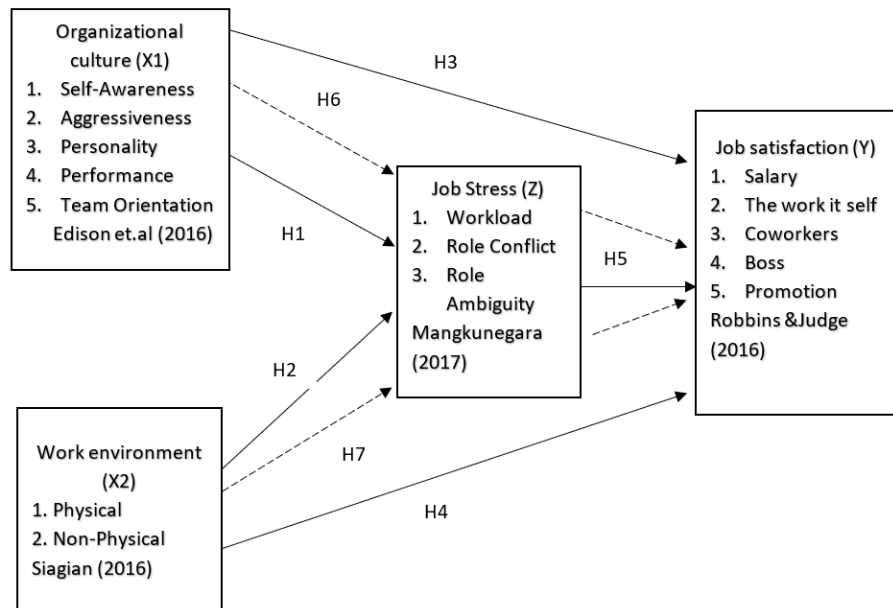


Figure 2. Conceptual Framework

The research hypothesis is as follows:

- H1: Organizational culture Significant to Employee Work Stress
- H2: Working environment significant to Employer Work stress
- H3: Organization culture Signifying to Staff Job Satisfaction
- H4: Working environments Signify to Staff Work satisfaction
- H5: Labour stress Signified to Staff Jobs Satisface
- H6: Organizational cultures Signifiabile to Working satisfaction through Working stress as an intervening variable in Employees
- H7: The work environment significantly influences Working content through Job stress as a intervening Variable

METHODOLOGY

The partial least squares (PLS) approach was employed in this study's analysis, Variant-based multivariate statistical techniques are utilized in PLS, a structural equation modeling (SEM) analytical tool. This kind of study employs a quantitative approach. Research instruments are used for data collection, sampling techniques are typically random, data analysis is quantitative or statistical for the purpose of testing established hypotheses, and quantitative research methods can be interpreted as positivist research methods used to study specific populations ((Sugiyono, 2017)

At the Bekasi vocational training and productivity center, this study aims to ascertain the impact of organizational culture (X1), work environment (X2), and work stress (Z) as intervening variables on job satisfaction (Y).

Based on a population of 163, the minimum number of samples taken is based on the Slovin formula with a margin of error of 5%. In this study, the sample (n) is the average number of employees at the Bekasi Vocational and Productivity Training Center, and the equation is :

$$n=N/(1+Ne^2)$$

$$n=162/(1+162(5\%)^2)$$

$$n=162/1,4075=116$$

Then rounded up to 116 respondents.

The indicator in question has been explicitly determined by the researcher for research purposes; it is henceforth referred to as the research variable. Variable indicators are created from the variables to be measured using a Likert scale.

RESULTS AND DISCUSSION

The characteristics of the respondents with respect to gender, years of service, and education are described below, based on the data collected through the questionnaire:

Table 2. Profile of the Research Participants

Profile	Amount	Percentage
Gender		
1. Male	50	43
2. Female	66	57
Age		
1. <30 years	11	9
2. 30–40 years	66	57
3. 41–50 years	32	28
4. >50 years	7	6
Education		
1. Diploma (D3)	11	9
2. Bachelor (S1)	81	70
3. Postgraduate (S2)	24	21
Experience		
1. <5 years	9	8
2. 5–10 years	50	43
3. 11–15 years	51	44
4. >16 years	6	5

The composition of the number of respondents according to age in BBPVP is as shown in the table above that 11 persons under the age of 30 years or 9%, respondents 30 -40 years 66 persons or 57% respondents 40 -50 years 32 or 28% and respondents over 50 years 7 or 6%. Based on education with education D3 11 or 9% educated D4 / S1 employees 81 or 70% while educated S2 employees 24 or 21%. Employees with working hours < 5 years 9 or 5%, employees with 5-10 years working hours 50 or 43% employees with 11 - 20 years of work hours 51 or 44% while employees with work hours > 20 6 or 3%.

Table 3 Confirmatory Factor Analysis (CFA)

Indicator	Organizational culture (X1)	Work environment (X2)	Job satisfaction (Y)	Work stress (Z)
KD1	0.812			
KD2	0.848			
KD3	0.843			
KG4	0.815			
KG5	0.847			
KG6	0.837			
KP7	0.825			
KP8	0.835			
KP9	0.846			
KN10	0.821			
KN11	0.784			
KN12	0.795			
OT13	0.821			
OT14	0.786			
OT15	0.761			
LKF1		0.746		
LKF2		0.830		
LKF3		0.828		
LKNF1		0.890		
LKNF2		0.887		
LKNF3		0.826		
G1			0.846	
G2			0.822	
G3			0.870	
PS4			0.845	
PS5			0.811	
PS6			0.799	
RK7			0.795	
RK8			0.824	
RK9			0.852	
A10			0.826	
A11			0.819	
A12			0.834	
P13			0.784	
P14			0.860	
P15			0.857	
BK1				0.832
BK2				0.783
BK3				0.817

Indicator	Organizational culture (X1)	Work environment (X2)	Job satisfaction (Y)	Work stress (Z)
KPE4				0.766
KPE5				0.736
KPE6				0.855
AP7				0.766
AP8				0.817
AP9				0.831

Based on table 3 above, it appears that the overall loading factor indicates that the model already qualifies for convergent validity because the load factor value is more than 0.7. On the organizational culture variable there is a whole indicator stated valid, then on the working environment variable the entire indicator is stated valid, then at the working satisfaction variable all indicators are stated as valid and on the work stress variable, the entire indikator is declared to be valid.

Tabel 4 Average Variance Extracted (AVE)

Variabel/Dimensi	Average Variance Extracted (AVE)	Cutt-off	Information
Organizational culture (X1)	0.671		Valid
KD	0.844		Valid
KG	0.786		Valid
KP	0.791		Valid
KN	0.792		Valid
OT	0.746		Valid
Work environment (X2)	0.699		Valid
LKF	0.760		Valid
LKNF	0.842		Valid
Work stress (Z)	0.642	0.5	Valid
BK	0.718		Valid
KPE	0.730		Valid
AP	0.732		Valid
Job satisfaction (Y)	0.689		Valid
G	0.871		Valid
PS	0.775		Valid
RK	0.781		Valid
A	0.818		Valid
P	0.824		Valid

Based on table 4 above it is seen that the entire AVE value value > 0.5, it indicates that all the latent variables in the estimated model meet the convergent validity criteria (valid).

Here's the output from Composite Reliability and Cronbach's Alpha:

Table 5 Composite Reliability dan Cronbach's Alpha

Variabel/Dimensions	Cronbach's Alpha	rho_A	Composite Reliability	Cutt-off	Information
Organizational culture (X1)	0.965	0.965	0.968		Reliabel
KD	0.908	0.908	0.942		Reliabel
KG	0.864	0.865	0.917		Reliabel
KP	0.868	0.868	0.919		Reliabel
KN	0.869	0.869	0.920		Reliabel
OT	0.829	0.831	0.898		Reliabel
Work environment (X2)	0.913	0.917	0.933		Reliabel
LKF	0.842	0.845	0.905		Reliabel
LKNF	0.906	0.908	0.941	0.7	Reliabel
Work stress (Z)	0.930	0.932	0.942		Reliabel
BK	0.803	0.805	0.884		Reliabel
KPE	0.815	0.821	0.890		Reliabel
AP	0.816	0.818	0.891		Reliabel
Job satisfaction (Y)	0.968	0.968	0.971		Reliabel
G	0.926	0.926	0.953		Reliabel
PS	0.855	0.856	0.912		Reliabel
RK	0.859	0.861	0.914		Reliabel
A	0.888	0.888	0.931		Reliabel
P	0.893	0.896	0.933		Reliabel

The results of the construction reliability test as presented in table 5 show the Composite Reliability and Cronbachs Alpha values of all latent variables > 0.70. So all manifest variables in measuring the latent Variable in the estimated model are declared reliable.

Table 6 Structural Model Evaluation

	R Square	R Square Adjusted	Rule	Information
Job satisfaction (Y)	0.782	0.776	> 0,75	Strong
Work stress (Z)	0.601	0.594	0,5-0,75	Moderate

The results of the test shown in table 4.15 showed that the R² value of job satisfaction (Y) of 0.782 is greater than 0.75 is strong, the result explains that

78.2% of work satisfaction is influenced by organizational culture, work environment and work stress while the remainder of 21.8% is affected by other factors not observed in this study. While for the second R² rating of work stress is of 0.601 between 0.5 and 0.75 are moderate, the results explain that 60.1% of work stress is influenced by the culture of the organization and the work environment, while 39.9% is influence of other factors that are not seen in the study.

In addition to the R Square value, the internal measurement of the model is also measured by the evaluation of the Goodness of Fit Model with Q², the formula used to obtain the predictive relevance value (Q²)

:

$$Q^2 = 1 - (1 - R^2_1) (1 - R^2_2)$$

$$Q^2 = 1 - (1 - 0,782) (1 - 0,601)$$

$$Q^2 = 1 - (0,218) (0,399)$$

$$Q^2 = 1 - 0,0869$$

$$Q^2 = 0,9131$$

$$Q^2 = 91,31\%$$

The Q² calculation showed that the predictive relevance value for the structural model in this study was 91.31%, meaning that the model was able to explain phenomena related to the variable studied..

$$\text{Model : } Z = -0,242X_1 - 0,570X_2 + \zeta_1 \dots \dots \dots (1)$$

The results of the model test showed that the significant organizational culture variable (X₁) and the working environment (X₂) had a negative impact on work stress (Z). This negative impact can be seen from the path coefficient value on the organizational cultural variable that showed a negative value of -0,242 and on the work environment variable which showed negative values of -0,570. This means that the organization culture and work environment influenced on the model one that the better the organization's culture and working environment, the lower the employee's work stress..

$$\text{Model : } Y = 0,338X_1 + 0,284X_2 - 0,349Z + \zeta_1 \dots \dots \dots (2)$$

Model testing results showed that the organizational cultural variables (X₁) and the working environment (X₂) have a positive impact on job satisfaction (Y) but work stress has a negative impact on work satisfaction. This positive impact can be seen from the value of the path coefficient (path coefficient) on the organizational culture variable that shows a positive value of 0.338, on the working environment variable shows a negative value of 0,284 whereas on the work stress variable which shows the negative value is of -0,349. This means that the organization culture, work environment and work stress influenced on the model two that the better the organisational culture and work environment, the higher (good) the employee's job satisfaction, but instead the higher employee work stress, the lower (bad) employee satisfaction.

This study will describe the results of the path coefficient test and the hypothesis test that the researchers have carried out.

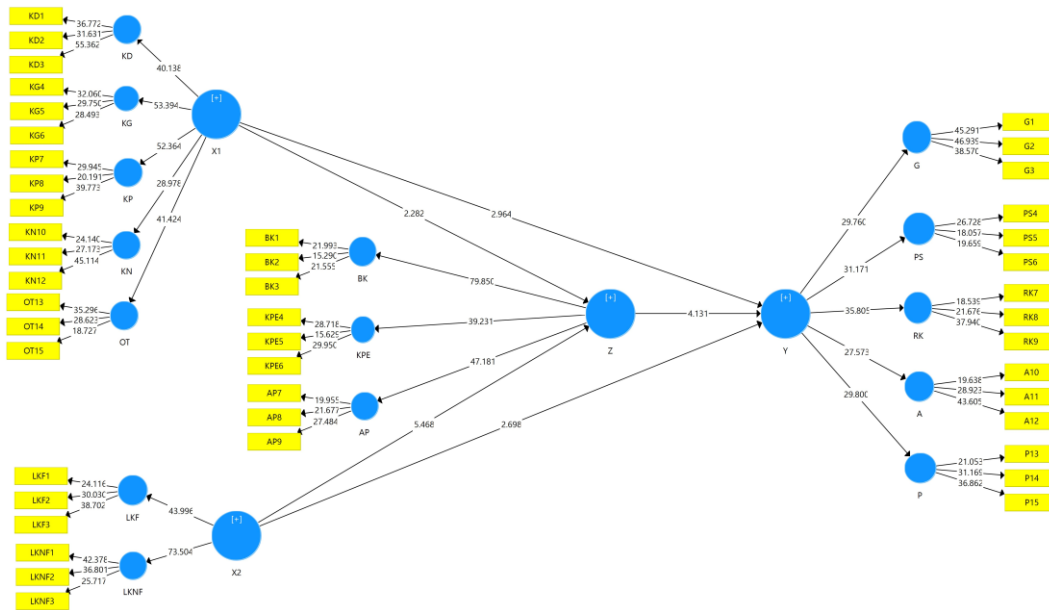


Figure 3 Path Diagram of t-Statistic Values (Bootstrapping)

In the above image is a bootstrapping calculation of the research hypothesis test, the figure in the picture represents the value of the t test between variables and variables with indicators, to be more clearly shown in the table below:

Tabel 6. Hypothesis test

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
Direct Influence						
Organizational culture (X1) -> Work stress (Z)	-0.242	-0.229	0.106	2.282	0.023	Signifikan
Work environment (X2) -> Work stress (Z)	-0.570	-0.571	0.104	5.468	0.000	Signifikan
Organizational culture (X1) -> Job satisfaction (Y)	0.338	0.347	0.114	2.964	0.003	Signifikan
Work environment (X2) -> Job satisfaction (Y)	0.284	0.279	0.105	2.698	0.007	Signifikan
Work stress (Z) -> Job satisfaction (Y)	-0.349	-0.347	0.084	4.131	0.000	Signifikan
Non-Direct Influence						
Organizational culture (X1) -> Work stress (Z) -> Job satisfaction (Y)	0.084	0.079	0.042	1.990	0.047	Signifikan
Work environment (X2) -> Job satisfaction (Y)	0.199	0.200	0.067	2.964	0.003	Signifikan

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
environment (X2) -> Stress Kerja (Z) -> Job satisfaction (Y)						

The test results shown in table 6 show that the path coefficient value of organizational culture on work stress is -0.242 (significant) then the t-statistic value $>$ t-table ($2.282 > 1.96$) and the p-value $<$ significance level ($0.023 < 0.05$), it can be concluded that organizational culture has a negative and significant effect on work stress, thus H1 is accepted.

The test results displayed in table 6 show that the path coefficient value of the work environment on work stress is -0.570 (significant) then the t-statistic value $>$ t-table ($5.468 > 1.96$) and the p-value $<$ significance level ($0.000 < 0.05$), it can be concluded that the work environment has a negative and significant effect on employee work stress, thus H2 is accepted

The test results displayed in table 6 show that the path coefficient value of organizational culture on job satisfaction is 0.338 (significant) then the t-statistic value $>$ t-table ($2.964 > 1.96$) and the p-value $<$ significance level ($0.003 < 0.05$), it can be concluded that organizational culture has a positive and significant effect on employee job satisfaction, thus H3 is accepted

The test results displayed in table 6 show that the path coefficient value of the work environment on job satisfaction is 0.284 (significant) then the t-statistic value $>$ t-table ($2.698 > 1.96$) and the p-value $<$ significance level ($0.007 < 0.05$), it can be concluded that the work environment has a positive and significant effect on employee job satisfaction, thus H4 is accepted

The test results shown in table 6 show that the path coefficient value of work stress on job satisfaction is -0.349 (significant) then the t-statistic value $>$ t-table ($4.131 > 1.96$) and the p-value $<$ significance level ($0.000 < 0.05$), it can be concluded that work stress has a negative and significant effect on employee job satisfaction, thus H5 is accepted.

The test results displayed in table 6 show the path coefficient value of organizational culture on job satisfaction through job satisfaction of 0.084 (significant) then the t-statistic value $>$ t-table ($1.990 > 1.96$) and the p-value $<$ significance level ($0.047 < 0.05$), then it can be concluded that work stress mediates organizational culture on employee job satisfaction, thus H6 is accepted

The test results shown in table 6 show that the path coefficient value of the work environment on job satisfaction through work stress is 0.199 (significant) then the t-statistic value $>$ t-table ($2.964 > 1.96$) and the p-value $<$ significance level ($0.003 < 0.05$), then it can be concluded that work stress mediates the work environment on job satisfaction, thus H7 is accepted.

The discussion of the results of this study is based on the following hypothesis:

Organizational Culture Influences Work Stress

Based on testing the first hypothesis, it shows that there is a negative and significant influence between organizational culture on employee work stress, the influence of organizational culture on work stress is included in the low category. These results show that the better the company's organizational culture, the lower the employee's work stress, and vice versa, if the company's organizational culture is not good, the employee's work stress will increase.

The results of this research are in line with research by Mauliyah & Indayani (2021) which states that organizational culture has a negative effect on employee work stress, the better and more positive a company's work culture will be, the more it will minimize employee work stress at that company.

The norms and traits acquired by members of a particular organization or business group are known as organizational culture. In reality at the Bekasi Center for Vocational Training and Productivity (BBPVP) that organizational culture has a significant impact in encouraging and increasing the effectiveness of organizational activities in the short and long term. Apart from that, organizational culture can be used as a tool to guide employees at BBPVP Bekasi on what they can and cannot do within the organization, as well as determining its direction. Employees at BBPVP Bekasi cannot function optimally without a strong organizational culture, because every organization or business needs to have a good organizational culture. Therefore, it is very important to foster a sense of self-awareness for each employee in complying with norms, policies and other rules to be able to carry out organizational culture well. The organizational culture built at BBPVP Bekasi is based on mutual agreement without violating existing rules to create a positive culture that can be carried out by all employees and does not become a burden and can reduce work stress.

The Work Environment Influences Work Stress

Based on testing the second hypothesis, it shows that there is a negative and significant influence between the work environment on employee work stress, the influence of the work environment on work stress is included in the high category. These results show that the better the company's work environment, the lower the employee's work stress, and vice versa, if the company's work environment is not good, the employee's work stress will increase.

The results of this research are in line with research by Jessica et al., (2023) which states that the work environment has a negative effect on employee work stress. The more conducive the employee's work environment is, the more it will reduce employee stress at work.

Where is the real condition of the work environment at the Bekasi Center for Vocational Training and Productivity, employees assess whether the work environment can provide various kinds of needs, both physical and non-physical, to fulfill their needs while working. When the work environment at BBPVP Bekasi can support these things, it will reduce the stress level of employees at the Bekasi Vocational and Productivity Training Center so that

employees are able to work comfortably and together. In order to create a good working environment at BBPVP Bekasi, a budget has been budgeted for goods expenditure and capital expenditure to support the physical environment in the form of office facilities and infrastructure. Meanwhile, to create a non-physical environment, referring to Law of the Republic of Indonesia Number 5 of 2014 concerning State Civil Apparatus, the ASN Code of Ethics and Code of Conduct are established as guidelines for the attitudes, behavior and actions of employees in carrying out their main duties and functions as well as their daily interactions. aims to maintain the dignity and honor of employees, nation and state.

A pleasant and healthy work environment is the dream of all workers in Indonesia and throughout the world. Everyone definitely wants to work in a comfortable and healthy environment. Employees will feel more comfortable and at home working in a pleasant workplace. Additionally, employees who work in a positive and encouraging environment will be enthusiastic and full of ideas. There are those who think that a positive work environment is very important to increase employee productivity. Currently the work environment is healthy and enjoyable with adequate work equipment, as well as a sense of family among employees, this can reduce work stress, because at certain times Employees must complete busy work.

Organizational Culture Influences Employee Job Satisfaction

Based on testing the third hypothesis, it shows that there is a positive and significant influence between organizational culture on employee job satisfaction, the influence of organizational culture on employee job satisfaction is included in the high category. These results indicate that the better the company's organizational culture, the more employee job satisfaction will increase, and vice versa, if the company's organizational culture is not good, the employee's job satisfaction will decrease.

The results of this research are in line with research by Saharuddin et.al, (2020) which concluded that there is a positive and significant influence of company organizational culture on employee job satisfaction, the better the organizational culture in a company will increase employee job satisfaction in that company.

The real condition at the Bekasi Center for Vocational Training and Productivity (BBPVP) is that employees already have a high level of awareness in implementing organizational culture. Where employees have the discipline to comply with regulations that have become guidelines and a common order in carrying out their duties and functions. A good work culture will influence employee job satisfaction so that it will influence the organization's output.

The current organizational culture at BBPVP Bekasi has been able to increase employee job satisfaction, the culture that was built indirectly was created jointly with a mutual agreement so that all employees carry out the existing organizational culture without feeling burdened which gives rise to employee job satisfaction.

Working Environment Influences Employee Job Satisfaction

Based on testing the fourth hypothesis, it shows that there is a positive and significant influence between the work environment on employee job satisfaction, the influence of the work environment on job satisfaction is included in the medium category. These results show that the better the company's work environment, the more employee job satisfaction will increase, and vice versa, if the company's work environment is not good, the employee's job satisfaction will decrease.

The results of this research are in line with research by Abdurraimi et.al, (2023) which concluded that the work environment has a positive and significant effect on employee job satisfaction, meaning that the better the work environment, the greater the employee's job satisfaction will be.

The work environment, both physical and non-physical, built at the Bekasi Vocational and Productivity Training Center is an environment that prioritizes kinship, good relationships exist between superiors, subordinates and fellow co-workers. As well as supporting good facilities and infrastructure for employees in carrying out their duties and functions. A good working environment will provide a sense of security, comfort and good relationships so that it will increase employee job satisfaction which will increase output for the organization.

Working Stress Affects Job Satisfaction

Based on testing the fifth hypothesis, it shows that there is a negative and significant influence between work stress on employee job satisfaction, the influence of work stress on employee job satisfaction is in the high category. These results show that the lower the work stress, the greater the employee's job satisfaction, and vice versa, if work stress is high in the company, the employee's job satisfaction will decrease.

The results of this research are in line with research by Febriantina & Marsofiyati, (2020) which concluded that work stress has a negative effect on employee job satisfaction. It can be interpreted that the higher the work stress, the lower the job satisfaction, and vice versa, the lower the work stress, the higher it will be. employee job satisfaction.

Work stress at the Bekasi Vocational and Productivity Training Center is still at a stress level that can be managed well by each employee. Conditions only occur at certain times, not all the time, at certain times the work must be completed on time with a greater workload, this causes the need for togetherness in completing the work. Work stress is closely related to the conditions of organizational culture and the work environment that occurs. Where a good work culture and good work environment will increase employee job satisfaction so that employee stress decreases.

Organizational Culture Influences Job Satisfaction Through Work Stress

Based on testing the sixth hypothesis, it shows that job stress mediates the influence of organizational culture on employee job satisfaction. Job stress mediates the indirect influence of organizational culture on job satisfaction at

the structural level which is relatively low. These results indicate that the better the organizational culture will reduce work stress and increase employee job satisfaction.

The organizational culture in the company continues to develop, the existing culture is a positive culture which can increase job satisfaction, high positive job satisfaction which reflects low work stress, the Bekasi vocational and productivity training center continues to develop a positive organizational culture through shared employee awareness. in complying with the regulations, norms and policies that have been established which become a pattern of employee attitudes in their daily lives to carry out their duties and responsibilities.

Working environment influences job satisfaction through work stress

Based on testing the seventh hypothesis, it shows that work stress mediates the influence of the work environment on employee job satisfaction. The role of work stress in mediating the indirect influence of the work environment on job satisfaction at the structural level is classified as medium. These results indicate that the better the work environment will reduce work stress and increase employee job satisfaction.

The results of this research are in line with research by Jessica et al., (2023) and Hendri Jopanda (2022) which concluded that the work environment has an indirect effect on job satisfaction through employee work stress, meaning that the better the work environment will reduce employee work stress and increase satisfaction. Work.

In real conditions at the Bekasi Vocational and Productivity Training Center, the physical and non-physical work environment is adequate, the physical work environment is supported by facilities and infrastructure to support work with adequate conditions, for the non-physical work environment is conducive, a sense of family is established and fostered fellow employees, in completing office work and outside the office. By creating a good work environment, job satisfaction will increase and the organization will also have a good impact so that it will have an impact on reducing employee stress which will increase in achieving good output.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the analysis, it is concluded as follows:

1. Organizational culture has a significant negative effect on employee work stress at the Bekasi vocational training and productivity center, the influence of organizational culture on work stress is included in the low category
2. The work environment has a negative and significant effect on employee work stress at the Bekasi vocational training and productivity center, the influence of the work environment on work stress is included in the high category

3. Organizational culture has a positive and significant effect on employee job satisfaction at the Bekasi vocational training and productivity center, the influence of organizational culture on employee job satisfaction is included in the high category
4. The work environment has a positive and significant effect on employee job satisfaction at the Bekasi vocational training and productivity center, the influence of the work environment on job satisfaction is included in the medium category.
5. Job stress has a negative and significant effect on employee job satisfaction at the Bekasi vocational training and productivity center. The influence of job stress on employee job satisfaction is in the high category.
6. Organizational culture influences employee job satisfaction by mediating job stress at the Bekasi vocational training and productivity center. Job stress mediates the indirect influence of organizational culture on job satisfaction at the structural level which is relatively low.
7. The work environment influences employee job satisfaction by mediating work stress at the Bekasi vocational training and productivity center. The role of work stress in mediating the indirect influence of the work environment on job satisfaction at the structural level is classified as medium.

Recommendation

Based on the research results, the recommendations from researchers are as follows:

1. The organization instills a positive culture in every employee by using effective socialization practices and communicating the desired values in the language used by most employees as well as providing encouragement to staff and employees by praising their ability to uphold general principles. Management will find it easier to make both strategic and operational decisions if they have a better understanding of company culture. If workplace culture is implemented correctly, this will foster a positive work environment that results in a superior organizational culture. .
2. Organizations are expected to focus more on factors that contribute to workplace stress, such as fair distribution of workload to prevent overload and the need for more equipment to reduce urgent work days in order to better manage employee emotions Good. Additionally, employers can reduce the amount of stress workers

experience at work by assigning them to colleagues who have a more stable emotional state.

3. Employees should have self-awareness in completing their work, without having to be supervised by superiors, their work can be completed on time and in accordance with existing SOPs. If completing difficult work, they should discuss with or collaborate with other employees.
4. There needs to be changes to the layout of the work space so that it has lighting, air circulation and room design that makes all employees comfortable working, leaders should be transparent and explain about the career development of each employee and leaders should socialize that there are differences in office work styles, but all with the same goal. The same

FURTHER STUDY

Suggestions for further research are that researchers suggest increasing data from observations and interviews to deepen the results, as well as examining more deeply what things or variables cause employee satisfaction problems and not only organizational culture, work environment and work stress and looking for What factors influence job satisfaction and job stress.

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