

# **Analysis of the Effect of Organizational Support, Organizational Culture, Stress and Work Motivation on Work Satisfaction and Organizational Commitment, Effect of Work Satisfaction on Organizational Commitment with Moderation Variables Leadership in Private Bank Employees in Surabaya, East Java, Indonesia**

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## **Abstract**

This research is to analyze the effect of organizational support, organizational culture, work stress and work motivation on job satisfaction and organizational commitment, the effect of job satisfaction on organizational commitment with the variable moderate leadership on employees of private banks in Surabaya, East Java, Indonesia. The results of the study explain that organizational support and work motivation have a positive effect on job satisfaction, organizational culture has no effect on job satisfaction and job stress negatively affects job satisfaction. Besides that, organizational support, organizational culture, work motivation, and job satisfaction have a positive effect on organizational commitment while work stress does not affect organizational commitment. For leadership variables, it is found as a variable that moderates the influence of job satisfaction on organizational commitment.

**Keywords:** Organizational Support, Organizational Culture, Job Stress, Work Motivation, Job Satisfaction, Leadership, Organizational Commitment

## **Introduction**

Banks as financial institutions strive to be able to serve their customers well and provide full support to their employees so that they can carry out their duties according to their respective obligations. Considering how intense the intensity of services provided to its customers is always trying to be completed today too. This is done so that the financial transactions do not have a bookkeeping delay so that any financial transaction data from the customer, the data can be recorded accurately and accurately as it should. The customer does not feel aggrieved because of the loss of data in accordance with the transactions carried out on that day and the existing financial balance at the Bank according to their rights. To achieve maximum operational activities, the management must be able to provide support to its employees with various facilities and infrastructure so that the process of employee activities is not disrupted due to limited support from the relevant Bank organization. In relation to the performance of banking activities, of course there must be a code of conduct so that there is no deviation from the work system that has been established. A strong corporate culture will be able to shape employee behavior that is not easily discouraged if there are problems related to the organization. The high level of activity in serving customers and the form of financial transaction reports that must be resolved and demands for customer satisfaction do not rule out the possibility that employees will experience work stress, this is very natural. Associated with employee work stress certainly depends on the character of each individual concerned whether it is able to overcome the workload that has demands for the level of difficulty and accuracy of the results and timeliness of work reports.

Another thing that must be possessed by the Bank's employees is high work motivation so that the performance achievement can meet the burden that has been given by the leader in question. The high and low motivation of a person will relate to his working spirit to fulfill his job career and the needs and desires that are expected to be achieved to fulfill his life. With an awareness to achieve high performance, a person will be motivated to complete their duties and obligations with all the efforts that must be done with high dedication to the organization which will lead to job satisfaction. A person's job satisfaction will be achieved if various constituent variables can be fulfilled proportionally and he feels comfort in working at various times. These variables include organizational support, organizational culture, high perceived work stress and motivation and leadership. When job satisfaction can be felt by individuals involved in their respective duties, it will have an impact on the loyalty to their work or the organization in which they work. The higher a person's organizational commitment will increase his confidence to remain in the company that they believe is the place to develop his career and fulfill his needs. Organizational commitment will be higher if supported by a leadership pattern that strongly supports organizational commitment. Given the importance of the role of banking for the community and so that economic activities in the region can grow in accordance with future expectations, the authors are

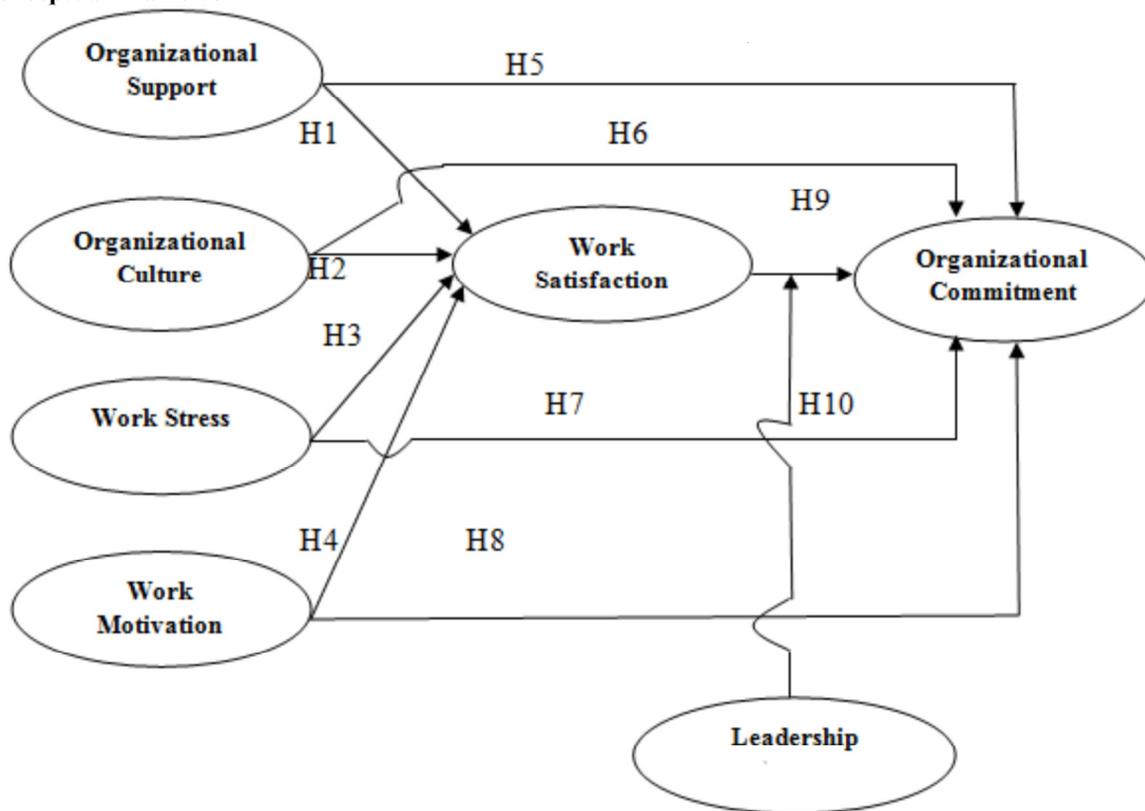
interested in researching: The Effect of Organizational Support, Organizational Culture, Work Stress and Work Motivation on Job Satisfaction and Organizational Commitment, Effect of Job Satisfaction on Commitments Organizational with Moderate Leadership Variables in Private Bank Employees in Surabaya, East Java, Indonesia.

### **Theoretical Review**

The company has an obligation to give full support to its employees so that all of its business activities can run smoothly in accordance with the plans that have been set at the beginning of the work activities carried out. Eisenberger et al (1990) Perceived Organizational support is the perception of employees that organization should support the employees and value their effort and opinion. This opinion says that organizational support is the perception of employees that the organization will support employees and the values of the business are real responses. Starting from this matter, so that the company or organization must always provide positive support for the creation of a work effort of the employee to the fullest. Whatever form of organization that exists that support for organizational actors is needed in various efforts to produce positive performance. Organizational culture as a reference for the behavior of members of an organization in carrying out its activities will provide direction for what actions are allowed and not to be done. Positive behavior will be influenced by the existence of the organizational culture concerned and how to socialize it. Robbin and Judge (2015: 355) Organizational culture is a system of various meanings carried out by members that distinguishes an organization from other organizations. Schein (Carell.dkk1997) in Moeljono (2003) Organization Culture is the rule of the game for getting along in the organization or norms of behavior that involve in working groups. While work stress issues are factors that can affect employee behavior, however work stress does not always have a negative impact on employee behavior so a positive work stress can even encourage employees to excel in their work.

Michie (2002) in Chang and Hsieh (2018) That job stress result from the interaction between individual and organization environment. Mangkunegara (2009) states that work stress is a feeling of pressure experienced by employees in the face of their work. While the work motivation of employees is the main capital to achieve work performance so that what is desired and needed can be achieved as expected. Likewise, an individual career can be quickly achieved if there is a high motivation to achieve it in various fields of work and work done. Luthans (2005: 270) motivation is a process that begins with physiological or psychological deficiencies that drive behavior or encouragement aimed at goals or incentives. Jewell and Siegel (1998: 335) motivation is the amount of power that produces, directs and maintains effort in certain behaviors. The four variables of organizational behavior (Organizational Support, Organizational Culture, Job Stress and Work Motivation) will affect employee job satisfaction. This is reasonable because these four variables will always correlate with individuals within the organization. If employee job satisfaction is fulfilled, then the employee concerned will be able to feel comfortable in work and vice versa if job satisfaction is not fulfilled, there will be work motivation and even commitment to the organization will be weak or low. Kreitner and Kinicki (2014: 16) Job satisfaction is an affective or emotional response to one's work. Luthans (2005: 243) job satisfaction is the result of employee perceptions of how well their work provides things that are considered important. Job satisfaction is highly correlated with organizational commitment, because if work obligations are felt by high employees then the concerned will be more loyal to the company or organization. Robbins and Judge (2015: 100) Organizational commitment is the degree to which an employee sided with an organization and its goals and desires to maintain its membership in the organization. Leadership can strengthen the conditions of job satisfaction and employee organizational commitment, whatever job satisfaction occurs but if leadership does not support it will weaken the formation of high organizational commitments. Northouse (2013: 3) leadership is the interaction of a special personality character possessed by someone with a group or someone else.

### Conceptual Framework



### Hypothesis

1. Organizational support influences Job Satisfaction
2. Organizational culture influences Job Satisfaction
3. Job stress negatively affects Job Satisfaction
4. Work motivation influences job satisfaction
5. Organizational Support influences Organizational Commitment
6. Organizational Culture influences Organizational Commitment
7. Job stress negatively affects organizational commitment
8. Work motivation influences organizational commitment
9. Job satisfaction affects organizational commitment
10. Leadership is a moderating variable of the influence between Job Satisfaction on Organizational Commitment

### Research Method

#### Research Design

Based on the background of the problem it can be classified that this study uses a hypothesis. This study is based on the facts or current conditions of employees of Private Banks in Surabaya, East Java, Indonesia. This study presents the extent to which Organizational Support, Organizational Culture, Work Stress and Work Motivation have an effect on Job Satisfaction and Organizational Commitment, Effect of Job Satisfaction on Organizational Commitment with Variable Moderate Leadership in Private Banks in Surabaya, East Java, Indonesia.

#### Types and sources of data

Data types are interval scale (Likert scale) indicated by the same distance between one number and the other ranging from the smallest to the largest number, namely 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree) and 5 (strongly agree). While the data source used is primary by distributing questionnaires to respondents

#### Picking technique and number of samples

The sampling technique used was random sampling from the population of employees of private banks in Surabaya, East Java, Indonesia. Sugiyono (2010: 91) The number of samples used is 100-200 people. The number of indicators is 35 so the number of samples using  $35 \times 5 = 175$  people

### Technical data analysis

Data analysis techniques will be used using SEM (Structural Equation Modeling) with the AMOS 4.0 Program. Ferdinand (2014: 110)

### Regression Equation

$$Y1 = aX1 + bX2 + cX3 + dX4$$

$$Y2 = eY1 + fX1 + gX2 + hX3 + iX4$$

Z = Moderate variable

### Identification of variables

1. Independent variables: Organizational support, organizational culture, work stress, and work motivation
2. Variable dependent: Job Satisfaction, Organizational Commitment
3. Moderate variables: Leadership

### Variable Operational Definition

1. Organizational support is the organization's efforts in supporting employees to carry out their duties
2. Organizational Culture is the values that are believed to be true and used by a person in behaving
4. Work stress is the employee's psychological response to his work environment
5. Work motivation is an impulse that is within the employee in carrying out their work duties and obligations
5. Job satisfaction is a person's feeling towards the work environment, his work, satisfying or unsatisfactory for him during his work activities
6. Organizational commitment is a statement of employees about their loyalty to a company where they work together
7. Leadership is a pattern of activity of a leader in managing subordinates or followers.

### Research result

Gender of the respondent

Male = male: 98 people

Women: 77 people

Age of Respondents

24-30 years: 95 people

31 - 39 Years: 60 people

≥ 40 years: 20 people

Years of service

3-6 Years: 105 people

7 - 9 Years: 55 people

≥ 10 years: 15 people

Respondent Education

Bachelor (S1): 144 people

Masters (S2): 31 people

Processed data results from the respondent's answers as follows

Table 1  
 Respondent's answer

Variable	Indicator	Frequency					Mean Indicator	Mean Variabel
		STS	TS	N	S	SS		
Organizational Support (X1)	X1.1	0	0	2	95	78	4,43	4,35
	X1.2	0	0	5	93	77	4,41	
	X1.3	0	0	20	95	60	4,23	
	X1.4	0	0	9	84	82	4,42	
	X1.5	0	0	18	94	63	4,26	
Organizational Culture (X2)	X2.1	0	0	16	88	71	4,31	4,32
	X2.2	0	0	17	81	77	4,34	
	X2.3	0	0	16	87	72	4,32	
	X2.4	0	0	15	93	67	4,30	
	X2.5	0	0	21	77	77	4,32	
Work Stress (X3)	X3.1	0	0	41	87	47	4,03	4,25
	X3.2	0	0	22	75	78	4,32	
	X3.3	0	0	26	92	57	4,18	
	X3.4	0	0	21	87	67	4,26	
	X3.5	0	0	5	85	85	4,46	
Work Motivation (X4)	X4.1	0	3	13	83	76	4,33	4,16
	X4.2	0	5	26	95	49	4,07	
	X4.3	0	5	23	95	52	4,11	
	X4.4	0	6	15	95	59	4,18	
	X4.5	0	1	26	97	51	4,13	
Work Satisfaction (Y1)	Y1.1	0	0	22	98	55	4,19	4,30
	Y1.2	0	0	26	100	49	4,13	
	Y1.3	0	0	10	95	70	4,34	
	Y1.4	0	0	4	93	78	4,42	
	Y1.5	0	0	3	93	79	4,43	
Organizational Commitment (Y2)	Y2.1	0	0	21	91	63	4,24	4,31
	Y2.2	0	0	10	80	85	4,43	
	Y2.3	0	0	21	96	58	4,21	
	Y2.4	0	0	20	95	60	4,23	
	Y2.5	0	0	5	87	83	4,45	
Leadership (Z)	Z1.1	0	0	0	78	97	4,55	4,41
	Z1.2	0	0	0	113	62	4,35	
	Z1.3	0	0	8	76	91	4,47	
	Z1.4	0	0	28	89	58	4,17	
	Z1.5	0	0	0	90	85	4,49	

The average results from respondents' answers can be explained as follows: variables Support Organization (X1) = 4.35, Organizational Culture (X2) = 4.32, Job Stress (X3) = 4.25, Work Motivation (X4) = 4, 16, Job Satisfaction (Y1) = 4.30, Organizational Commitment (Y2) = 4.31 and Leadership (Z) = 4.41 of the 7 (seven) variables studied turned out to be the respondent's answer above 4 and give respondents a tendency to agree in answering the question.

Test results of validity of Free Variables

Table 2

Variable	Indicator	<i>Factor Loading</i>	Condition	Explanation
Organizational Support (X1)	X1.1	0,587	> 0,50	Valid
	X1.2	0,664	> 0,50	Valid
	X1.3	0,641	> 0,50	Valid
	X1.4	0,670	> 0,50	Valid
	X1.5	0,711	> 0,50	Valid
Organizational Culture (X2)	X2.1	0,704	> 0,50	Valid
	X2.2	0,715	> 0,50	Valid
	X2.3	0,770	> 0,50	Valid
	X2.4	0,703	> 0,50	Valid
	X2.5	0,684	> 0,50	Valid
Work Stress (X3)	X3.1	0,626	> 0,50	Valid
	X3.2	0,640	> 0,50	Valid
	X3.3	0,650	> 0,50	Valid
	X3.4	0,742	> 0,50	Valid
	X3.5	0,602	> 0,50	Valid
Work Motivation (X4)	X4.1	0,727	> 0,50	Valid
	X4.2	0,666	> 0,50	Valid
	X4.3	0,831	> 0,50	Valid
	X4.4	0,750	> 0,50	Valid
	X4.5	0,688	> 0,50	Valid

Table 3

Test results of validity of Dependent Variables

Variabel	Indicator	<i>Factor Loading</i>	Condition	Explanation
Work Satisfaction (Y1)	Y1.1	0,723	> 0,50	Valid
	Y1.2	0,713	> 0,50	Valid
	Y1.3	0,703	> 0,50	Valid
	Y1.4	0,629	> 0,50	Valid
	Y1.5	0,679	> 0,50	Valid
Organizational Commitment (Y2)	Y2.1	0,767	> 0,50	Valid
	Y2.2	0,720	> 0,50	Valid
	Y2.3	0,682	> 0,50	Valid
	Y2.4	0,737	> 0,50	Valid
	Y2.5	0,703	> 0,50	Valid

Table 4

Test results of validity of Moderate Variables

Variabel	Indicator	<i>Factor Loading</i>	Condition	Explanation
Leadership (Z)	Z1.1	0,634	> 0,50	Valid
	Z1.2	0,642	> 0,50	Valid
	Z1.3	0,693	> 0,50	Valid
	Z1.4	0,802	> 0,50	Valid
	Z1.5	0,763	> 0,50	Valid

From the results of the data validity test for each research variable shows valid because > 0.50 so that the data can be used to analyze the results of subsequent research.

Reliability test results

Table 5  
 Construction Reliability Test

Variabel	Indicator	Factor Loading(FL)	FL <sup>2</sup>	Error (1-FL <sup>2</sup> )	Construct Reliability
Organizational Support (X1)	X1.1	0,587	0,345	0,655	0,790
	X1.2	0,664	0,441	0,559	
	X1.3	0,641	0,411	0,589	
	X1.4	0,670	0,449	0,551	
	X1.5	0,711	0,506	0,494	
Organizational Culture (X2)	X2.1	0,704	0,496	0,504	0,840
	X2.2	0,715	0,511	0,489	
	X2.3	0,770	0,593	0,407	
	X2.4	0,703	0,494	0,506	
	X2.5	0,684	0,468	0,532	
Work Stress (X3)	X3.1	0,626	0,392	0,608	0,788
	X3.2	0,640	0,410	0,590	
	X3.3	0,650	0,423	0,578	
	X3.4	0,742	0,551	0,449	
	X3.5	0,602	0,362	0,638	
Work Motivation (X4)	X4.1	0,727	0,529	0,471	0,854
	X4.2	0,666	0,444	0,556	
	X4.3	0,831	0,691	0,309	
	X4.4	0,750	0,563	0,438	
	X4.5	0,688	0,473	0,527	
Work Satisfaction (Y1)	Y1.1	0,723	0,523	0,477	0,819
	Y1.2	0,713	0,508	0,492	
	Y1.3	0,703	0,494	0,506	
	Y1.4	0,629	0,396	0,604	
	Y1.5	0,679	0,461	0,539	
Organizational Commitment (Y2)	Y2.1	0,767	0,588	0,412	0,845
	Y2.2	0,720	0,518	0,482	
	Y2.3	0,682	0,465	0,535	
	Y2.4	0,737	0,543	0,457	
	Y2.5	0,703	0,494	0,506	
Leadership (Z)	Z1.1	0,634	0,402	0,598	0,834
	Z1.2	0,642	0,412	0,588	
	Z1.3	0,693	0,480	0,520	
	Z1.4	0,802	0,643	0,357	

From the results of the construct reliability test all variables have a value of construct reliability  $\geq 0.70$ , so that the existing data is reliable.

SEM (Structural Equation Modeling) assumption testing

1. Multivariate Normality, multivariate CR is known to be -1,930, the value is between -2,58 to +2,58, so that the data is multivariate normally distributed or the assumption of multivariate normality is fulfilled
2. Univariate Outlier  
 The Z score is between -3 to +3, so that the data univariate for each indicator is normally distributed or the univariate normality assumption is fulfilled.

Model Suitability Test

Table 6  
 Suitability Result Model

Criteria goodness of fit	Condition	Result	Explanation
P value chi-square	$\geq 5\%$	0,000	Not fit
Cmin/df	$\leq 2$	1,614	Fit
RMSEA	$\leq 0,80$	0,059	Fit
GFI	$\geq 0,90$	0,811	Marginal
AGFI	$\geq 0,90$	0,778	Not fit
CFI	$\geq 0,90$	0,869	Marginal
TLI	$\geq 0,90$	0,869	Marginal

From the test results of the suitability of the model, most of the criteria meet the criteria of goodness of fit to meet the criteria (fit and marginal), so that the model can be concluded acceptable. Furthermore the model can be used to test the existing research variables. (hypothesis testing)

Hypothesis Test Results

From the processed data, the results of the hypothesis can be drawn as follows:

Table 7  
 Direct and indirect influences between variables

Connection between variables		Direct effect	Indirect effect	Total effect
Organizational Support (X1)	→ Work Satisfaction (Y1)	0,402	-	0,402
Organizational Culture (X2)	→ Work Satisfaction (Y1)	0,104	-	0,104
Work Stress (X3)	→ Work Satisfaction (Y1)	-0,383	-	-0,383
Work Motivation (X4)	→ Work Satisfaction (Y1)	0,406	-	0,406
Organizational Support (X1)	→ Org Commitment (Y2)	0,271	0,125	0,396
Organizational Culture (X2)	→ Org Commitment (Y2)	0,374	0,032	0,406
Work Stress (X3)	→ Org Commitment (Y2)	0,046	-0,119	-0,073
Work Motivation (X4)	→ Org Commitment (Y2)	0,297	0,127	0,424
Work Satisfaction (Y1)	→ Org Commitment (Y2)	0,312	-	0,312

Tabel 8  
 Direct Influence between variables

Hip.	Connection between variables	Koef.	T hitung	P value	Ket.
H <sub>1</sub>	Organizational Support (X1) → Work Satisfaction (Y1)	0,402	4,470	0,000	Significant
H <sub>2</sub>	Organizational Culture (X2) → Work Satisfaction (Y1)	0,104	1,398	0,162	Not Significant
H <sub>3</sub>	Work Stress (X3) → Work Satisfaction (Y1)	-0,383	4,112	0,000	Significant
H <sub>4</sub>	Work Motivation (X4) → Work Satisfaction (Y1)	0,406	4,575	0,000	Significant
H <sub>5</sub>	Organizational Support (X1) → Org Commitment (Y2)	0,271	2,920	0,003	Significant
H <sub>6</sub>	Organizational Culture (X2) → Org Commitment (Y2)	0,374	4,754	0,000	Significant
H <sub>7</sub>	Work Stress (X3) → Org Commitment (Y2)	0,046	0,518	0,605	Not Significant
H <sub>8</sub>	Work Motivation (X4) → Org Commitment (Y2)	0,297	3,223	0,001	Significant
H <sub>9</sub>	Work Satisfaction (Y1) → Org Commitment (Y2)	0,312	2,730	0,006	Significant

To test whether leadership becomes a moderator variable the influence of job satisfaction variables on organizational commitment is carried out stages namely:

Test the effect of the Workforce on Organizational Commitment and the influence of Leadership as a Moderation variable on organizational commitment and the results are as follows:

The first stage.

Table 9  
 Moderation Test 1

Connection between variable		Coef.	P value	Exp.
Work Satisfaction (Y <sub>1</sub> )	→ Org Commitment. (Y <sub>2</sub> )	0,302	0,022	Significant
Leadership (Z)	→ Org Commitment. (Y <sub>2</sub> )	0,354	0,008	Significant

Second Stage

Tabel 10  
 Moderation Test 2

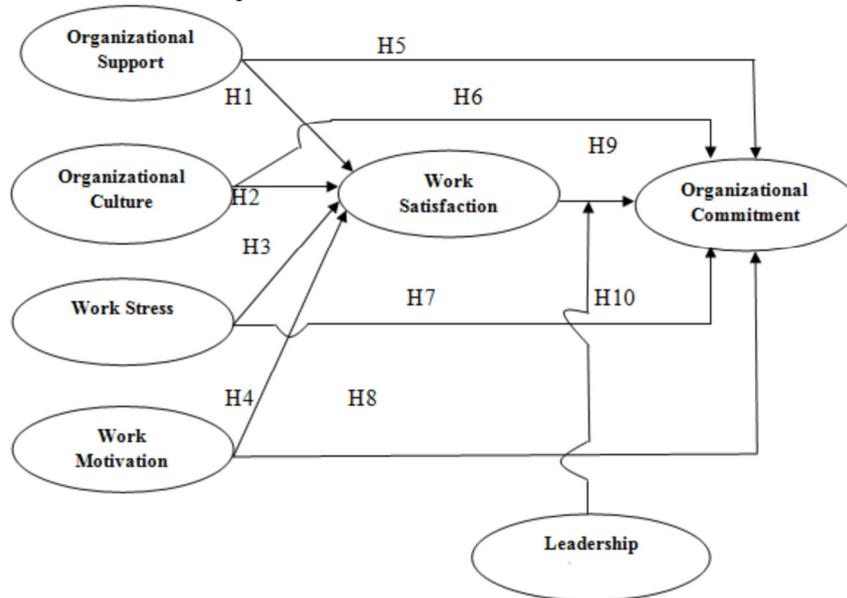
Hip.	Connection between variable		Coef.	P value	Exp.
	Work Satisfaction (Y <sub>1</sub> )	→ Org Commitment. (Y <sub>2</sub> )	0,241	0,052	Not Significant
H <sub>10</sub>	Moderating (Z*Y <sub>1</sub> )	→ Org Commitment. (Y <sub>2</sub> )	0,009	0,000	Significant

From these stages can be explained as follows:

1. The influence of moderation on dependent (Y<sub>1</sub> \* Z → Y<sub>2</sub>) results in a p value <0.05 so that it is significant, while the main influence (Y<sub>1</sub> → Y<sub>2</sub>) results in p value > 0.05 so that the previous significant influence becomes insignificant. This shows the existence of leadership moderation (Z) on the influence of job satisfaction (Y<sub>1</sub>) on organizational commitment.

2. The coefficient of moderation effect is 0.009, this value is positive, meaning that leadership is proven to strengthen the influence of job satisfaction on organizational commitment

The results of the research flow concept can be described as follows:



The results of hypothesis testing can be described as follows:

1. The first hypothesis is proven that Organizational Support has a positive effect on Job Satisfaction with regression coefficient of 0.402
2. The second hypothesis that organizational culture does not affect job satisfaction with regression coefficient of 0.104
3. The third hypothesis is that work stress negatively affects job satisfaction with regression coefficient of -0.383
4. The fourth hypothesis is proven that motivation has a positive effect on Job Satisfaction with regression coefficient of 0.406
5. The fifth hypothesis is proven that Organizational Support has a positive effect on Organizational Commitment with regression coefficient of 0.271
6. The sixth hypothesis is that organizational culture influences organizational commitment with regression coefficient of 0.374
7. The seventh hypothesis that Job Stress does not affect Organizational Commitment with regression coefficient of 0.046
8. The dark hypothesis is proven that motivation has a positive effect on Organizational Commitment with regression coefficient of 0.297
9. The second hypothesis proved that Job Satisfaction has a positive effect on Organizational Commitment with regression coefficient of 0.312
10. The tenth hypothesis proved that Leadership moderated the effect of Job Satisfaction on Organizational commitment with a moderation coefficient of 0.009

The regression equation is as follows:

$$Y_1 = 0.402 X_1 + 0.104 X_2 - 0.383 X_3 + 0.406 X_4$$

$$Y_2 = 0.271 X_1 + 0.374 X_2 + 0.046 X_3 + 0.297 X_4 + 0.321 Y_1$$

Z (Leadership) moderate the influence of job satisfaction on organizational commitment:  $Y_1 - Z \rightarrow Y_2 = 0.009$

Discussion of research results

1. The first hypothesis proves that organizational support has a positive effect on job satisfaction with regression coefficient of 0.402, the results of this study support the research conducted by Putra et al (2016), Gunay (2017) Perceived Organizational Support has a significant effect on job satisfaction and positive and strong relationship between perceived organizational support and job satisfaction.
2. The second hypothesis that Organizational Culture has no effect on Job Satisfaction with regression coefficient of 0.104, the results of this study do not support research conducted by Koesmono (2005), Taurisa and Ratnawati (2012), Yamsul et al. (2013), Lock and Crawford (2004)
3. The third hypothesis is proven that Job Stress has a negative effect on Job Satisfaction with regression coefficient of -0.383, the results of this study are in accordance with Chang and Hsieh's (2018) opinion that Job Stress is closely related to job satisfaction the higher the Job Stress will reduce happiness or work comfort and, similar to the results of research conducted by Bhatti et al. (2016): base of on the research findings, job stress negative impact to job satisfaction. Stillabadi et al. (2015)
4. The fourth hypothesis is proven that motivation has a positive effect on Job Satisfaction with regression coefficient of 0.406 the results of this study support the research that has been done by Tania and Sutanto (2013), Yamsul et al. (2013)
5. The fifth hypothesis is proven that organizational support has a positive effect on organizational commitment with regression coefficient of 0.271, the results of this study support the research conducted by Fahrizal and Utama (2017), Putra et al (2016) and in accordance with the opinion of Nisar et al (2014) that Organizational Support is positively correlated with Organizational Commitment, Abraham et al. (2016): Organizational support not only has direct effect on organizational commitment.
6. The sixth hypothesis proves that Organizational Culture influences Organizational Commitment with regression coefficient of 0.374, the results of this study support the research conducted by Usmany et al (2016), Taurisa and Ratnawati (2012), Yamsul et al. (2013)
7. The seventh hypothesis that Job Stress does not affect Organizational Commitment with regression coefficient of 0.046, the results of this study disagree with Astianto (2014) that work stress can help employees to improve employee performance and sincerity in increasing their loyalty to the company. Masihabadi et al (2015) Job Stress is negative effect on Organizational Commitment
8. The eighth hypothesis proved that motivation has a positive effect on Organizational Commitment with regression coefficient of 0.297, the results of this study support the research conducted by Yamsul et al. (2013), Salleh et al (2016)
9. The ninth hypothesis is proven that Job Satisfaction has a positive effect on Organizational Commitment with regression coefficient of 0.312, the results of this study support the research conducted by Taurisa and Ratnawati (2012), Pradhiptya (2013), Rosita and Yuniati (2016), Tania and Sutanto (2013) .rasetio et al (2017), Koesmono (2015)
10. The tenth hypothesis proved that Leadership moderated the effect of Job Satisfaction on Organizational Commitment with a moderation coefficient of 0.009

## Conclusion

1. Organizational Support Variables, Work Motivation has a positive and significant effect on Job Satisfaction for that the banking sector must always pay attention to these 2 (two) factors so that the workforce is always felt by employees so that their loyalty to the organization will not be weak and ultimately their performance will increase in line with the demands of their duties.
2. Variables Organizational culture has no effect on job satisfaction. This can illustrate that the existing organizational culture is known, understood and lived to be carried out by each individual as a guideline for behavior in carrying out its duties and responsibilities.
3. Job Stress Variables have a negative and significant effect on Job Satisfaction. This shows that the higher the work stress on banking employees will have an impact on the decrease in job satisfaction. Therefore, things that cause high job stress to be suppressed to the maximum possible by providing an environmental atmosphere. comfortable work by taking personal approaches between individuals and conducive communication between employees and leaders.
4. Variables Organizational support, Organizational Culture and Work Motivation affect organizational commitment. This can provide an explanation that these 3 (three) variables can affect the commitment of the company's employees (banking). The better the condition of the three variables, the higher the commitment of employees to the organization or company.
5. Work stress variables have no effect on organizational commitment, this can explain that the stress conditions of employee work do not have an impact on their commitment to the company. Employees carry out their duties properly and correctly because employees are aware that work in banks will not be separated from the work stress they face and stress or not the loyalty of the company is maintained. (work stress not only has a negative impact on employees but also will have a positive impact on this which the organization managers need to

realize)

6. Leadership variables moderate the direct influence of job satisfaction on organizational commitment, this can be accepted because no matter how high the level of job satisfaction, if the pattern or style of one's leadership is not felt comfortable by his followers then employee tendencies will not be loyal to the company therefore someone's leadership style will provide strong support for the influence of employee job satisfaction on their loyalty to the company where the work is carried out.

Control of the behavioral factors of human resources is very necessary in order to produce optimal performance in order to achieve the goals of the organization both in the short and long term and the achievement of employee loyalty to the company can further increase the strength or presence of existing human resources.

Attachment of research variable indicators

Organizational support

1. The organization values employee contributions to the company
2. Organizations provide assistance in solving problems experienced by employees
3. The organization guarantees employee job satisfaction
4. The organization respects the opinions of employees in solving Company problems
5. Organization guarantees career development

Organizational culture

1. Work regulations are carried out according to needs
2. The company prioritizes the honesty of employees in carrying out their duties
3. The company always pays attention to the needs of ritual events in religious holidays.
4. Every employee must maintain company confidentiality
5. Communication between work supervisors and subordinates runs harmoniously

Work stress

1. Workload exceeds the ability of employees
2. The demand for completion of the work is very short or short
3. Work requires high skills in managing customer data
4. The working relationship of fellow coworkers goes hand in hand with mutual respect
5. Work does not support job satisfaction

Work motivation

1. Salaries are determined fairly based on workload
2. The opportunity to develop a career is enough
3. The work is challenging for self-development
4. Leaders provide objective performance assessments
5. The company provides social security for employees

Job satisfaction

1. Guaranteed job security for all employees
2. The working relationship of employees with leaders goes well
3. The company gives special awards to outstanding employees.
4. The available working hours are enough to complete the work
5. Opportunities for wide open promotions

Leadership

1. Leaders always give instructions to subordinates to complete their tasks.
2. Leaders are fair in giving work duties and responsibilities to subordinates
3. Leaders provide opportunities for subordinates to make the most of their achievements
4. Leaders pay attention to subordinate work equipment needs
5. Leaders always prioritize two-way communication to subordinates in solving problems that arise

Organizational commitment

1. Employees will choose to stay in the company because they have found a job that matches their area of interest
2. Corporate work culture makes employees more resilient and does not want to move to another place
3. Employees feel that the current job makes his career increase
4. Moving jobs will cause more difficulties in finding job satisfaction

5. The company provides protection for the continuity of employees at work

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