

The Effect of Leadership Success, Work Environment and Organizational Commitments to Employee Performance through Work Stress at BP3TKI Medan

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ABSTRACT

As a non-ministerial government agency, the Indonesian Migrant Workers Placement and Protection Service Office (BP3TKI) in Medan, which has now changed its name to Agency of Protection for Indonesian Migrant Workers (BP2MI), has a function in the placement and protection of Indonesian migrant workers. As public servants, they are required to be maximal in providing services to the community, especially migrant workers. Therefore, reliable human resources are needed in dealing with any problems related to Indonesian migrant workers. This study aims to determine the effect of leadership succession, work environment, organizational commitment and work stress on performance. In this study a structured questionnaire instrument with 5 point interval scale was used to measure the effect of independent variables on the performance of BP2MI employees. The population in this study were 45 people and the entire population was sampled in the study. The analytical method used is path analysis, using Smart-PLS. Methods of data collection by distributing questionnaires as many as 41 statements, interviews with several questions and documentation. This research shows that leadership succession and commitment have no significant effect on performance. The work environment has a significant effect on performance. Leadership succession, work environment and organizational commitment have a positive and significant effect on work stress. Leadership succession Work environment and organizational commitment have a

significant effect on performance through job stress.

Keywords: Performance, Leadership Succession, Organizational Environment, Organizational Commitment, Job Stress

INTRODUCTION

Human Resources is one of the factors determining the success of an organization or company in achieving the purpose. Human Resources in the organization need to be managed professionally in order to materialize the balance between the needs of employees with the demands and capabilities of the organization. That balance is the key to the company to grow in a productive and reasonable (Mangkunegara, 2015).

To achieve the goals set by the organization Center for Service, Placement and Protection of Indonesian Workers or abbreviated BP3TKI Medan changes its name to Agency for Protection of Indonesian Migrant Workers (BP2MI) Region North Sumatra based on the Presidential Regulation No. 90 Year 2019 about Agency Protection of Indonesian Migrant Workers on December 30, 2019 has a function in terms of placement and protection for Indonesian workers, or what is now called the Migrant Workers of Indonesia covers the region of North Sumatra with the 33 districts/cities. In carrying out the duties and functions

necessary human resources is an important factor in the organization who determines the success or failure of an organization in achieving its objectives.

Performance is a very important part in an institution; this is because each government organization expects the success of the employee in achieving the goals. Performance basically includes the mental attitude and behavior. Factors that can affect the performance of, among others, motivation, competence, organizational commitment, leadership and work environment (Pramudyo, 2010).

Each organization will strive to always improve the performance of employees for the achievement of set objectives of the organization. Various ways can be taken by the organization in improving the performance of employees such as by creating a good working environment, keeping the organization's commitment and leadership in accordance with the expectations of the organization. The ability of leaders in mobilizing and empowering the employees will affect the performance of employees. The behavior of leaders has a significant impact on the attitudes, behavior and performance of employees. The effectiveness of leader is influenced by the characteristics of the subordinate and related to the communication process that occurs between leaders and subordinates. The failure of the leader because the leader is not able to move, satisfies employees on a job and the specific environment (Mamahit, 2016).

In a government organization, the success or failure in the implementation of the tasks and the organization of the government, influenced by the leadership, through leadership and supported by the organizational capacity of government adequate, then the implementation of good governance (Good Governance) will be realized, on the contrary the weakness of leadership is one reason for the declining performance of bureaucracy in Indonesia (Mamahit, 2016).

The role of the individual in an organization is decisive for the realization of the success of the organization in achieving the goals telahditetapkan including the role of leaders in the organization. Leadership is the main key in the management which plays an important role and strategic in the survival of an organization. The leader is the originator of the goal, plan, organize, actuate and control all the resources so that corporate objectives can be achieved effectively and efficiently. Therefore, the leader of an organization company is required to always be able to create the conditions capable of satisfying the employees in the work so that the acquired employees are not only able to work but are also willing to work towards the achievement of company goals (Nart and Ozgur, 2013).

Transition of leadership within an organization influence good or bad for the organization. In reliable leadership then the organization will be in accordance with the goals of the organization, but when the transition of leadership to fall to a leader who is not reliable then the purpose of the organization is not run with the maximum. A change in leadership will be able to look at the level of top management, and the real impact of the succession of leadership is more directed to things that are strategic, have long-term impact, so it will affect to activities of the organization as a whole. The real impact of leadership change on the management of the medium leads to group productivity and coordination between groups. Is change of leadership at the first-level management is sometimes not too aware of the people around him, specialized in certain types of work and have a short term impact. A phenomenon that occurs against a change of leadership in the UPT. BP2MI the Region of North Sumatra for the last 4 years i.e. in 2016 and 2020 the complaint as disappointment related to the promotion of leadership change, especially for employees who have met the requirements but has not been promoted, the decline of discipline and morale of

employees, the formation of a gap or fragmented between employees who support, with employees who do not support the new leadership, it is due to the presence of different perceptions about the changes in leadership in each section, the onset of the doubts of employees in carrying out the programs and policies because each change of leadership, then the leadership of the new issue policy and program different which eventually lead to a lack of unity of vision in achieving goals.

There are several factors that lead to succession of leadership concerns the vagueness of the role of the old leadership and the successor, not terkomunikasinya with good decision-the decision of succession to employees (employees not involved in the decision-making to new leadership), the error in evaluating the gap between the ability of the successor with the needs of the organization, unreliability criteria for recruitment in the selection of candidates for the successor in accordance with the needs and issues the process of succession to the other. Leadership succession that is not managed will affect the trust subordinate to the company, arising disillusionment with the conditions of employment in the company and ultimately to arise the attitude of the stupid against the company (Juliani, 2002). Therefore, in a succession of leadership then leadership candidate should be someone who can bring the aspirations of the subordinates so that they are easily accepted by the subordinates. And some of the issue according to penelti is a phenomenon that should be studied.

As for the problems, among others: coordination is not optimal characterized by the overlapping (overlapping) the work done each unit, Stagnation of work at the end of execution the execution of the work is taken directly by the supervisor to be done without involving any of the employees, miscommunication that result in non-completion of the work and resulted in the negative bias between the other associated parts.

Other factors that induce the improvement of the performance is the work environment. The organization should provide a work environment that is comfortable and conducive environment capable of motivating the officers to work with productive. The preparation of the working environment is comfortable will be able to give satisfaction to the employees against the job done and give a deep impression for the employee that in the end the officer will have performance good (Ginanjari, 2013) the Condition of the working environment which is not comfortable can cause officials easy stress, not the spirit to work, came too late, so also on the contrary when the working environment is healthy then the officer of course will be the spirit in work, not easy pain, easy to concentration up to the job to be done appropriate with the target. Research Agresta dkk (2019) that the work environment influential positive and significant. The results from the research Hidayati (2019) that the range of work is partial do not influence the performance. Research Lucy (2014) the range of work of the influential significant towards work stress.

The commitment of the organization associated with the level of engagement of officers in the improvement of the performance of the organization until the officers working and interested to stay in the organization. The body Protection of Migrant Workers Indonesia has a vision which is the materialization of TKI that is Professional, Dignified and Prosperous, so that the vision can be achieved required the commitment of the organization is one of the factors that induce the improvement of the performance of officials. The condition of the working environment, the commitment of the organization, succession of leadership and the stress of work will impact on the performance of officials is prob danberdampak on the achievement of performance officer UPT BP2MI Province SUMUT.

The ability of employees with other employees in the face of conflict or pressure

are of course not the same, for employees who have a resistance that is weak against the pressure can cause the employee stress. Handling conflict or stress that occurs on the employees should be done quickly, precisely and wisely. This action is done to avoid disruption of the working atmosphere, work systems and the performance of employees and the organization.

Employees must change the patterns and systems of work in accordance with the demands of a given job as well as the demands of the organization. In the modern life that is increasingly complex, employees will tend to experience stress if not able to adapt to the work environment and surrounding. All sorts of forms of stress is basically caused by *kekurangmengertian* humans will be limited. The inability to fight against this limitation which will cause anxiety, frustration and conflict that became the basis of stress. Research Merlin and Iswara (2016) that job stress and a significant negative effect on performance.

LITERATURE REVIEW

Performance

Performance is the result of a work that has been done, either the physical or the material and non-physical or non-material (Widodo, 2015). According to Simanjutak in Widodo (2015) performance is the level of *pecapaian* results over a specific task to be implemented. Simanjutak also defines the performance of the individual as the level of achievement or the work of one of the goals that must be achieved or the task to be performed in a certain period of time.

Leadership Succession

Leadership succession is a very interesting topic in the area of strategy leadership in both the organization and in the realm of practical politics (Giambatista, 2004). Succession planning and the conceptual framework of management is the sustained, deliberate, and through the process of a systematic process where organizations develop candidates with the knowledge, competencies, skills, and

experience to fill a particular position at the time of the vacancy or retirement (Rothwell, 2015).

The Environment of the Organization

The working environment is everything around the workers and that may affect him in the line of duty-duty charged, for example housekeeping, music, lighting and others (Sunyoto, 2012) the working Environment is an environment or atmosphere of the employees in the conduct activity each day. The working environment in the organization whether it is government organization includes the physical environment, social environment, or virtual environment that can be used to improve employee performance and company performance on an ongoing basis (Busro, 2017).

Organizational Commitment

Organizational commitment is a feeling of relatedness or attachment to the psychological and physical employee to the organization where he works or the organization of which he is a member (Wirawan, 2017).

Work Stress

Work stress is a phenomenon that needs to be observed by the leadership of the organization because work stress can lead to a lack of attendance, poor performance or the use of excessive medication (Sinambela, 2018).

RESEARCH METHODS

Research is associative research that intends to describe and test the hypothesis to determine the relationship of two or more variables (Sugiyono, 2017). The variables associated in this research is a variable succession of leadership (X1), working environment (X2) and organizational commitment (X3) on employee performance (Y) with job stress as an intervening variable (Z). Where in this study aims to determine and analyze whether the succession of leadership, work environment

and organizational commitment affect on employee performance both directly and through job stress of employees BP2MI Medan is done through data collection and analysis of quantitative (questionnaire).

The population is a generalization region consisting of objects or subjects into a certain quantity and characteristics defined by the researchers to be studied and then drawn conclusions. Sugiyono (2017) stated the population with regard to the data, not the person or the object. Then the population is the totality of all possible values, either the result count or measurement of the quantitative and qualitative of the specific characteristics of a set of objects is complete. In this study the population of employees who work in BP2MI Medan as much as 45 people. The sample is a subset of a population Sugiyono (2017). In this study, the sampling technique using simple random sampling. This sampling technique is called simple (simple) because of sampling members of the population is done randomly without regard to the strata in that population. In this study the population used as sample in the study that as many as 45 people.

Data Collection techniques in this research are the procedure of a systematic and standard to obtain the data needed in the study. In this study, the data collection is done by Questionnaire. Questionnaire is a questionnaire arranged in a structured order to obtain accurate data in the form of a direct response from the respondents. A brief interview through oral question and answer with organizational leaders, section heads and employees in order to get information in general and as a source of additional information. Literature books, as well as scientific journals which are obtained directly or through the medium of the internet, and also the results of observations of phenomena that occur in the environment researchers.

Types and Sources of Data in this research is Primary Data, primary Data is data obtained by the researcher directly from the source object to be examined,

namely from the results of the questionnaires to the respondents. Secondary Data, secondary Data is a source of research data obtained indirectly. In this study secondary data used are the internal data of the BP2MI Medan. In addition, in this study, secondary data was also obtained from available literature in books and journals of scientific research.

RESULT AND DISCUSSION

Succession of Leadership and a Significant Negative Effect on Employee Stress BP2MI Medan

The results showed that the succession of leadership has positive and significant effect on job stress of employees BP2MI Medan. This means that Hypothesis 1 is accepted which means that the better the leadership succession then it will give influence on work stress employees. Changes in leadership give emotions have a positive impact on the change of leadership, the new hope for employees against their elected leadership. Based on the observations made researchers in the field found that the process of change of leadership in the office of the BP2MI Medan pressure by because their elected leadership often do not meet the expectations of the employees, elected leaders are expected to be role model for employees in carrying out daily work, though the response of the employees high enough up the statement about the succession beraajalan well but as much as 30% of employees answered disagree to the process of change of leadership in the office of the BP3TKI and this raises the pressure for them. Succession of leadership to motivate the employees to be professional in the work with increasing the competence so hope the organization can be accomplished through them. In the model of work stress developed by Ivancevich and Matteson (in Sinambela, 2018) the causes of stress individual level the most one of them is the responsibility for other people, with regard to the progress of the careers of employees. Career advancement is too slow, too fast, or

at the direction of the unwanted will lead to the employees experiencing stress.

Indicators change of leadership as the involvement of employees in the process of succession and post-succession, the ability of the new leaders in overcoming the conflict. It gives a significant influence on work stress. This is in line with research Dorine Maurice Mattar, 2019 which states that the change of leadership affects the work stress of employees in University of Lebanon.

The Work Environment Negatively Affect the Employee Stress BP2MI Medan

The results showed that the work environment influential positive and significantly to employee stress. This means that the working environment is able to increase employee stress. The stress experienced by the employees in the face of the work environment including low, meaning that employees are able to tolerate any circumstances that exist around it. Although a conducive working environment but there are about 35% of employees feel the relationship between superiors and subordinates is still less good it becomes one of the sources of pressure for employees of the non-physical environment, a work environment that is less clean can also cause stress for employees that exist in the environment BP2MI Medan, considering the work space is where employees spend time every day so a comfortable working environment will increase your mood and the mood. However, in this case the pressure experienced by employees low enough so that it can be tolerated so as not to cause problems. Though the response of the employees quite well to the working environment in the office BP2MI Medan but there are as many as more than a third of employees stating that the environment of the physical and non-physical is not good and this raises the pressure for them even though they experienced low stress and no impact on the health of their performance by the employee can tolerate any conditions

that are less good in the environment of their work. This is in accordance with the research conducted Primary (2016), that the working environment has a positive effect on work stress of employees at the regional development planning board of Lampung Province.

Organizational Commitment Influence on Job Stress of Employees BP2MI Medan

Based on the results of the research showed that organizational commitment and significant positive effect on employee stress BP2MI Medan. Employees who work in BP2MI is the civil servants and also employees of non-government civil servants which for most people in Indonesia work in the government is a target in the work. A positive correlation indicates that the commitment is able to increase the stress, if the stress of work increase the organizational commitment of employees increasingly high, the correlation between organizational commitment with job stress illustrates that commitment requires sacrifice and devotion individual in the organization, so that it can be interpreted as faithfulness to do what has been decided by the organization. Employees have a high commitment to remain in the organization because the needs that must be met so that it remains survive in the organization. This raises the pressure for them because of the demands of the economy that must be met, feeling guilty if left the organization to be an indicator that is very high for them if they release the work and it is triggered so that the pressure remained in the organization. Employees who have a commitment to the normative high will be very attentive to what was said by others about them if you leave the organization especially with the positive perception of the community towards government jobs so that each employee seeks to defend it. Employees who are still young and have still a long generally have a level of expectation and ambition to achieve a higher position, it can be seen from the

indicators of the highest in the organization's commitment that the compensation they received has been worth it so survive in the work place now provide a positive impact for them. High pressure can have an impact, positive or negative, however from the results obtained that the employee BP2MI Medan has a positive emotional response so that when they are faced with a difficult situation, or when it must be fixed overtime is done without any deadweight. Employees are able to control the stress faced by the demands of the reaction, the emotions of the employees positively to the ongoing commitment lead to the desire for employees to remain in the organization. Commitment to make a caring individual and want to advance the organization towards the better. This research is in line with the research Ates and Neslin (2019) entitled Analysis of the Relationship between Stress and Organizational Commitment in Employees which indicate that organizational commitment has positive influence on work stress. And not in line with the research Princess, 2014 which indicates that organizational commitment and a significant negative effect on job stress of employees of local government Indragiri Hulu.

Succession of Leadership Has a Positive Effect on Employee Performance BP2MI Medan

The results showed that the succession of leadership and no significant positive effect on employee performance BP2MI Medan the Results of testing the fourth hypothesis is the succession of leadership and no significant positive effect on employee performance. This means that hypothesis 4 rejected. That is leadership succession affect the performance of personnel but have a weak influence. The better the succession of leadership in an organization the better the employee performance, but with an influence that is not strong. As is known the many factors that can affect the performance of employees one of them is the factor of

change of leadership, but from the results of this research obtained that the change of leadership in the office of the BP2MI Field has a weak influence on employee performance. From the results of the research can be said to be one of the causes is the presence of the competence to lead in a change of leadership is still considered to be less by 34 percent of respondents. The change of leadership also did not bring meaningful changes for the performance of employees because every employee has been given job descriptions in accordance with standard operating procedures. This is in line with research conducted Mintzberg (1975) who showed that the change of leaders does not affect the performance of the company, thus also research Lieberson & o'connor (1972) and the research of Pfeffer & Blake (1986) found that the influence of which will appear from the change of leadership will become an obstacle to the positive influence which should appear because when it occurs the process of the turn, elected leaders are performing is not good. It is not in line with the research of Edward A. Jenkins (2013) stated that the leadership succession affect the performance of government organizations.

The Work Environment Positive Influence On Employee Performance BP2MI Medan

Based on the results of the research can be concluded that the working environment has a positive and significant impact on performance. Theoretically the work environment is one of the factors that affect the implementation of work within an organization to support the spirit of employees in achieving performance. A good working environment (facilities and infrastructure) within an organization directly or indirectly will affect the performance of employees, for example working environment is dirty, uncomfortable work environment, the noise can all affect employee performance. According to Busro, 2017 physical work

environment such as cleanliness, temperature, lighting, security, noise and social environment can be used to improve the performance of employees on an ongoing basis. This research is in line with the study of Saleh et al (2019) and research Saifuddin (2019) which shows that the work environment significantly influence the performance of civil servants in the Regional Hospital of the Civil Province of Central Sulawesi. However, this study is not in line with the research Arianto (2013) work environment has no significant influence on the performance of teachers in Education Foundation exceptional Demak Regency. Working environment physical and non-physical in the office BP2MI Medan categorized either employees establish a good working relationship with superiors and fellow colleagues, but in the housekeeping should be more aware of because it can have an impact for the health of the employees and comfort in the work so that performance improvement can take place in maximum required a conducive working environment in the office BP2MI Medan.

The Commitment of the Organization Has a Positive Effect on Employee Performance BP2MI Medan

The results showed that the variable of organizational commitment has positive influence and not significant to variable employee performance. The results showed that the organizational commitment of employees BP2MI Medan is categorized high but has a weak influence on the performance of the organization. If employees have a high commitment this shows there is a job satisfaction that is fulfilled. The highest commitment contained in the answers of the respondents, namely on indicators of compensation I received is already worth so that it will remain in the organization. Ongoing commitment which is owned by the employee solely because of the economic value of the acquired employees, meaning that they survive in the organization therefore got certain

advantages. So this condition will not affect their performance, therefore it is important for management in the office of the BP2MI Medan to call all employees to foster a sense of belonging to the organization so that achievement of the target or the vision and mission of the organization can be achieved so that service to the community, especially migrant workers and their families can be performed optimally.

The results of this study in line with research Marsoit et al (2017) which states that organizational commitment has positive influence and not significant to the performance of employees of PT. Asuransi Jasa Indonesia and research Safitri (2016) which states organizational commitment is not significant effect on employee performance.

Work stress Negatively Affect Employee Performance BP2MI Medan

Based on the results of the research showed that job stress has positive and significant effect on employee performance BP2MI Medan. Meaning that the higher the stress it will increase the performance of employees. The stress experienced a employees research has investigated the influence of job stress to the performance presented in the model of stress performance (relationship of an inverted U), namely the law of Yerkes Podson (Masood, 2002: 20). The pattern of an inverted U proficiency level shows the influence of stress level (low-high) and performance (low-high). When there is no stress, the challenges of employment are also not there and the performance tends to decrease. Stimuli that are too small, the demands and challenges too little can cause boredom, frustration, and the feeling that we are not using the ability-our ability in full (Looker, 2005: 144). In the culture of the most healthy though, a relationship that is full of stress among employees can happen, some work is generally perceived more stressful compared to a job the other because of the characteristics of the tasks to be undertaken and the level of responsibility that must be

done such as the policies that emerge from the top of the organization. Policies and rules that inhibit the flexibility of the workplace can create a situation that puts employees in personal difficulties. The competition encouraged by the system of remuneration of the organization for the promotion, an opportunity not to be perceived employee, and the status of can also add to the problem. Excess load, excessive noise, lighting, maintenance of the workplace a bad, machine tools and tooling are broken in general can berpengaruh bad on the employee morale and increase stress (Sinambela, 2018). The results showed that indicators of stress such as work load is too much, feel anxious if the work is not completed properly will increase the performance of employees, because employees are able to manage stress, employees have emotional intelligence such as motivating yourself, the drive to excel, knowing the internal state of the organization so that it can manage the internal state and it affects the improvement of their performance. This research is in line with the research Sinambela (2016), where the variable of job stress effect positive and significant impact on employee performance at PT Bank Mandiri Area Imam Bonjol Medan. It is not in line with the research Cokorda Artha (2016) indicates that Work Stress and a significant negative effect on Employee Performance at PT. Branch of Bank BPD Bali Ubud.

Succession of Leadership Influence on Performance through Employee Stress BP2MI Medan

The results of the study showed that leadership succession has a positive effect on employee performance through job stress, which means a succession of leadership indirectly have a significant effect on performance through job stress.

Change of leadership raises the work stress for employees; the indicator can be seen that at the turn of the leadership should be done in a professional manner (the right man on the right place). When the criteria of

the prospective successor does not meet expectations for the majority of employees will certainly cause stress or pressure for them, but for this forced them to be able to complete the target organization to the maximum, provide information that is accurate and up to date as well as provide services in accordance with SOP because elected leaders are expected to bring new energy that is positive.

Leadership succession should get the support of the subordinate, because if you do not get the support of subordinates succession can trigger dissatisfaction of subordinates toward the leadership, lose the motivation to work, lower labor productivity and unrest in the organization. As a result of succession of leadership can cause chaos internally within the organization and lead to stress, the more so if the process of transition of leadership is considered to be running with is not good, because that employee participation in the process of succession is very necessary. The competence of the lead which is part of the change of leadership has a major contribution in improving the performance of employees.

In government organizations low performance of the employee can cause the target organization may not be completed timely, the results of the work not in accordance with the SOP. From some explanation above can be concluded that the process of leadership succession that goes well indirectly affect the performance of employees BP2MI Medan through the stress of work. The results of this research in accordance with that presented by Rothwell, 2015 that the process of leadership succession that runs effectively able to improve the performance.

This is in line with research conducted by Dorine Maurice Mattar (2019) which states that the succession effect on performance through job stress of the employees in the campus Universitas Lebanon but not in line with the research Charaan, 2005. Although the leadership succession running is not good it does not

impact on performance through job stress of employees. The results showed the variable job stress has an influence in mediating the succession of leadership on employee performance BP2MI Medan.

Work Environment Affect Performance through Employee Stress BP2MI Medan

Based on the results of the research showed that the work environment does not significantly influence the performance of employees BP2MI Medan through the stress of work. This suggests that indicators of hygiene, comfort, security does not affect the performance of employees through work stress. Poor working conditions could potentially be the cause of employees falling sick easily, easily stressed, difficulty concentrating and a decrease in labor productivity. If the room is uncomfortable work, heat, inadequate air circulation, working the room too dense, the working environment is not clean, noisy will have an impact on the comfort of the workers.

The results of the analysis of descriptive statistics on the variable of work environment on the performance of the obtained direct influence significantly, it is seen that the working environment of employees BP2MI the Medan was much better, both for the dimension work environment the physical and non physical work environment of the respondents viewed that the physical work environment and work environment non-physical much high.

The work environment is one of the factors that affect the performance of an employee. Good working environment, adequate facilities, and a conducive workplace environment and good relations with colleagues and superiors will give you a sense of comfort to employees. When employees feel comfortable and the support from the social environment then the employee will be encouraged to work with the better.

The work environment is everything around employees who can influence her in performing tasks that have been assigned to

him. The work environment that have received less attention will bring a negative impact and degrade the level of performance, this is due to the employee in carrying out duties impaired, so less spirit and less to devote energy and thoughts to his job.

The work environment is an environment where the employee is working. Work environment for the employees will have influence is not small on the course of the organization. The working environment will affect the employees that directly or indirectly may affect the productivity of the agency. Good working environment and satisfying the employees will certainly improve the performance of the employees.

On the contrary the work environment that are not good will degrade the performance of the employees and also indirectly lowering the productivity of the agency. Work environment has a considerable contribution in the improvement of performance. The work environment leads to some aspects of management, organizational structure, and a description of the work, the freedom, the physical environment is satisfactory, such as the availability of a place of worship, a room that is comfortable enough to work, good ventilation, security, hours of work tools and tasks that are meaningful. Environmental conditions in the variation-a variation which is relatively simple in temperature, noise, lighting, or the quality of the area can encourage the effects which means to the attitudes and performance of employees. In addition, the design of which pay attention to the amount of work space, arrangement or the layout and level of personal power that is given, affect the performance and the level of employee satisfaction.

It is not in line with the research conducted by Putri, 2019 which indicates that job stress mediates the effect of work environment and work load to employee performance as well as the research of the Son and Rahyuda (2015), states that job

stress mediates the work environment on Employee performance in UPT. Testing Of Motor Vehicles Department of Transportation the City of Denpasar. The work environment is one of the factors that can affect the performance of employees to achieve organizational goals. According to Robbins (2016) that one of the factors that can improve the performance is the working conditions that support. The work environment has a very important influence for employees in an organization. Good working environment really help employees to accomplish tasks. If employees work in a long time working environment that is noisy, the room is dim, the temperature of the air which is not comfortable then it actually will affect the job stress of employees of its own. However, in this study job stress is not able to mediate between the working environment with the performance means that the working environment does not have an impact on the job stress so that it does not increase performance.

Organizational Commitment Affect the Performance through Employee Stress BP2MI Medan

Based on the results of the research showed that the organizational commitment has significant effect on performance through employee stress BP2MI Medan. This suggests that feelings of attachment to the employees of the organization affect the stress conditions, when employees have not been able to contribute for the organization it impacts on the stress of their work and it affects their performance or in other words, organizational commitment impact on job stress so that employees can improve performance.

Employees who are committed in this study can be seen from their relationship to the organization, which means employees have confidence against the values and goals of the organization, its willingness to seek seriously for the sake of the interests of the organization as well as have a strong desire to remain a part of the

organization. As much as 44% of respondents in this study have been working for more than 5 years, this indicates that the majority of employees have an organizational commitment to high so that they remain loyal to the company. The level of loyalty or loyalty to the organization will form a strong positive attitude for the employees because employees feel that they are part of the organization that are not integral.

As much as 4% of the respondents in this study is employees who have already entered the period of preparation for retirement and judging from their responses makamayoritas of these employees do not have the organizational commitment as strong as that of other considering they are already entering a period of preparation for retirement so that they do not have career goals are more long. The average respondent has reached a career for which they get during work so that no long-term goals they will target, and it does not affect their stress. The majority of employees believe that the commitment organisasiberdampak on the stress of their work, ongoing commitment owned by employees, make them difficult to get out of the agencies they work because of the needs to which they must where the majority of employees already married so that they have a responsibility to the family, they focus terhadaptingkat loyalty or loyalty to the organization because employees feel that they are part of the organization that are not integral.

CONCLUSION AND SUGGESTION

Conclusion

Based on the results of research and discussion that has been done in this study, the researchers took concluded as follows:

1. Leadership succession does not significantly influence the job stress of employees BP2MI Medan.
2. Work environment affect negatively and significantly to employee stress BP2MI Medan.

3. Organizational commitment does not significantly influence the job stress of employees BP2MI Medan.
 4. Succession of leadership has positive and significant effect on employee performance BP2MI Medan.
 5. The work environment does not significantly influence the performance of employees BP2MI Medan.
 6. The commitment of the organization has positive and significant effect on employee performance BP2MI Medan.
 7. Job stress has no significant effect on the performance of employees BP2MI Medan.
 8. Succession of leadership has no significant effect on performance through employee stress BP2MI Medan.
 9. The work environment has no significant effect on performance through employee stress BP2MI Medan.
 10. Organizational commitment does not significantly influence performance through employee stress BP2MI Medan.
3. Organizational commitment of employees still need to be improved in the tasks and responsibilities, motivation and a role model of a leader has a role in the giving spirit or energy is a new organization so that employees contribute maximum for the agency they work for.
 4. Work stress experienced by employees can be seen from the indicators of respondents who stated delaying the job by due to saturation in the workplace, one of the factors bored or saturated overwrite an employee usually because the job is too much or too little (the empty time which is too much), the work is monotonous and must be in accordance with the standard operating (SOP) therefore the rotation needs to be done, employees that have a lot of free time need to explore your creativity by learning new knowledge to improve the quality of their work.
 5. The results of this study can be used as a reference for further research in developing a similar study and is expected to include further research carried out by digging a variable another have not been identified in this study, such as workload, organizational climate, organizational culture, social support, motivation, leadership style and other variables.

Suggestion

Based on the results and discussion then there are some suggestions that can delivered:

1. Management should evaluate the leadership that exists now and also make the process of succession for the leader which will be placed in each section/department in accordance with the required competencies.
2. A conducive working environment will determine the performance of someone, for it is the relationship of superiors and subordinates in the division of labor is appropriate and fair is necessary, so that all employees are engaged on a job responsibility is not only on certain people. On the physical environment for the equipment is damaged either mild or severe to be fixed or replaced, adequate facilities and infrastructure will support employees to do activities that are innovative and informative so that the performance of the organization is reached to the maximum.

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