

The Influence of Work Stress, Rewards and Punishments on Organizational Commitment with Work Conflict as an Intervening Variable in the Department of Public Works and Spatial Planning in Binjai City

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Abstract

Within the organization, creating quality human resources capable of possessing skills and high competitiveness is an important factor in global competition. This study was to analyze the effect of work stress, rewards and punishments on organizational commitment with work conflict as an intervening variable. This research was conducted at the Office of Public Works and Spatial Planning in Binjai City. The population in this study was 79 employees. Sampling using a saturated sample (79 employees). The research model is path analysis and uses Smart PLS 3.3.3 as a measuring tool. The results of this study are Rewards have no significant positive effect on Organizational Commitment. Prizes have no significant positive effect on work conflict. Punishment has no significant positive effect on Organizational Commitment. Punishment has no significant positive effect on work conflict. Work Conflict has a positive and significant effect on Organizational Commitment. Work Stress has no significant negative effect on Organizational Commitment. Work Stress has no significant positive effect on Perna Conflict. Prizes have no significant positive effect on Organizational Commitment through Work Conflict. Punishment has no significant positive effect on Organizational Commitment through Work Conflict. Work Stress has no significant positive effect on Organizational Commitment through Work Conflict.

Keywords: Work Stress, Rewards, Punishment, Work Conflict, Organizational Commitment

INTRODUCTION

Human Resources is one important component in the development of an organization. An organization will experience significant progress depending on the level of knowledge of human resources in the organization. Within the organization, creating quality human resources capable of possessing skills and high competitiveness is an important factor in global competition. Human Resources is an active and decisive subject, not a passive and determined object like the two psychics that Human Resources has to carry out various activities, one of which is called erja as an effort to realize the existence of the organization. Work stress is one of the inhibiting factors for employees and is very uncomfortable for employees at work. This work stress makes employees not focus on work and sometimes what causes work stress to arise can be caused by superiors, co-workers or working hours that are too excessive so that employees experience this work stress. Rivai and Mulyadi (2013) say that "work stress is due to an imbalance between employee personality characteristics and the characteristics of aspects of their work and can occur in all work conditions. Rivai

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Rewards (Prizes) can be interpreted as remuneration or awards given from the company to its employees who show achievement and performance in accordance with the expectations of the company where they work (Sandy & Faozen, 2017). According to Kentjana & Nainggolan (2018) Rewards are measured by indicators of intrinsic reward and extrinsic reward. Rewards have a positive effect on work motivation, which means that rewards can increase work motivation. Punishment is a punishment imposed on employees because they have violated the rules at their place of work (Sandy & Faozen, 2017). Indicators of punishment (Punishment) are rules, prohibitions, discipline, reprimands, and punishments (Sari, 2014). Conflicts can result in losses for the company. Because if the workload is felt to be too heavy, the employee will experience obstacles and have an impact on employee performance. If the burden felt by employees is too heavy, employees will experience complexities in thinking and health problems. Based on research from Edwin (2017) shows that Organizational Conflict has a significant positive effect on employee performance.

This is because conflicts within the company can affect employees in carrying out their duties. Organizational commitment is a feeling in the form of belief in the values contained in an organization, the involvement of individuals for the benefit of their organization with full effort, and loyalty to the organization (want to become permanent members in the organization) which is a statement from an employee in his organization. The high organizational commitment of employees will encourage employees to be responsible and provide more energy in supporting the success and prosperity of the company where they work.

LITERATURE REVIEW

Work Stress

Work stress is an imbalance between physical and psychological abilities in carrying out the work provided by business organizations so that it affects various aspects related to emotional, thinking, acting and other aspects of individual employees. According to Prians (2017) this imbalance will have various impacts on each individual. Work stress is a complex, varied, and dynamic process in which the stressor, view of the stress itself, brief response, health impact, and the variables are interrelated, (Afandi, (2018).

Work Stress Indicator

According to Afandi (2018) indicators of work stress, namely:

1. Task demands are factors associated with one's work such as working conditions, work procedures, physical location.
2. Role demands relate to the pressure exerted on a person as a function of the particular role played in an organization.
3. Interpersonal demands are pressures created by other employees.
4. Organizational structure, description of agencies colored with unclear organizational structure, lack of clarity regarding positions, roles, authorities and responsibilities.
5. Organizational leadership provides a management style to the organization, several parties in it can create an organizational climate that involves tension, fear and anxiety.

Rewards

According to Saputra (2017), reward is a motivation for employees to do their job. A good reward system is a system capable of guaranteeing the satisfaction of the company's employees which in turn allows the company to obtain, maintain and employ a number of people who with a variety of positive attitudes and behaviors work productively for the benefit of the company. According to Wirawan et al (2018) Reward is an important element to motivate employees to contribute to pouring the best innovative ideas for better business functions and improving company performance both financially and non-financially.

Rewards Indicator

According to Saputra (2017) the reward indicators are as follows:

1. Compensation wages are paid based on working hours, the number of goods produced or the number of services provided.
2. Salary A form of periodic payment from a manager to his employees stated in an employment contract.
3. Incentives Special compensation given to companies outside of their main salary to help motivate or encourage these employees.
4. Benefits Like pension funds, hospitalization and vacations are unrelated to employee performance, but are based on seniority or attendance records.
5. Interpersonal Rewards Usually referred to as interpersonal rewards, managers exert a lot of power to distribute interpersonal rewards, such as status and recognition.
6. Promotion makes promotional rewards an effort to place the right people. Performance, when measured accurately, often provides a significant consideration in the allocation of promotional awards.

Punishment

According to Rivai (2018) punishment is a tool used by leaders to communicate with employees so that they are willing to change a behavior as well as an effort to increase awareness and availability of a person to comply with all company regulations and applicable social norms. According to Mangkunegara (2013). Punishment (punishment) is a threat of punishment that aims to improve the performance of violating employees, maintain applicable regulations and teach lessons to violators.

Punishment indicator

According to Rivai (2018) indicators of punishment are:

1. Light punishment, of the following types:
 - a. Verbal warning to the employee concerned.
 - b. Written reprimand
 - c. Statement of dissatisfaction in writing
2. Moderate punishment, of the following types:
 - a. Postponement of salary increases.
 - b. Payroll deductions
 - c. Postponement of promotion
3. Severe punishment, by type:
 - a. Exemption from office
 - b. Dismissal/ Termination of employment

Work Conflict

According to Fitriana (2013) indicators of work conflict are as follows: communication errors, differences in goals, differences in judgments or perceptions, interference in work activities, errors in affection. According to Mangkunegara (2013) states that conflict is a conflict that occurs between what is expected by a person for himself, other people, the organization with the reality of what is expected. Definitive conflict has different meanings, as well as experts in providing the same definition of conflict are not the same, because their perspectives are different.

Work Conflict Indicators

Conflict itself has indicators that determine the causes of conflict. According to Fitriana (2013) indicators of work conflict are as follows: communication errors, differences in goals, differences in judgments or perceptions, interference in work activities, errors in affection.

1. Communication error If one or more people receive information that is different or not the same as the source of information so that there is a fundamental difference in perceiving the contents of that perception.

2. Differences in goals If one or more people have dissimilarity in viewing the goals to be achieved so that there is conflict in addressing these goals.
3. Differences in judgments or perceptions Differences in judgments between members in an organization, often accompanied by differences in attitudes, discrepancies in values, perceptions, which can also lead to work conflicts.
4. Interdependence of work activities There is work interdependence, when one or more people are interdependent on each other in completing their respective tasks. Conflict will occur if one of them is given an excessive assignment and if one or more employees have to wait or depend on other employees for their work.
5. Errors in affection If someone treats his co-workers becomes uncomfortable at work, especially in terms of feelings or moods.

Organizational Commitment

According to Robbins and Judge (2015) defines commitment as a situation in which an individual sided with the organization and its goals and desire to maintain its membership in the organization. Then according to Kreitner & Kinicki (2014) organizational commitment reflects the degree to which a person knows the company and is bound to its goals.

Organizational Commitment Indicator

According to Kreitner and Kinicki (2014) there are three indicators of organizational commitment, namely:

1. Affective Commitment Affective commitment is emotional attachment to employees, employee identification, and employee involvement in the company. Employees with strong affective commitment will continue to work for the company because they want to.
2. Continuing Commitment Continuing commitment is awareness of the costs of leaving the company. This is the economic value and other risks that employees feel from staying in a company when compared to leaving the company. Employees who have a continuance commitment will stay at work because they have to work.
3. Normative Commitment Normative commitment reflects a sense of responsibility to continue working. Employees have an obligation to stay in the organization for moral or ethical reasons. Employees remain members of the organization because there is awareness that being committed to the organization is the right thing to do.

METHOD

The type of research that will be used is quantitative associative, namely research that aims to determine the relationship between two or more variables

(Sugiyono, 2013). In this study, the exogenous variables were Job Stress (X1) and Reward (X2) Punishment (X3). Meanwhile, the endogenous variable is Employee Performance (Y), and the Intervening Variable is Competency (Z). This research was conducted at the Public Works and Spatial Planning Office of the City of Binjai Ruang Jl. MT. Haryonto No. 8 Pepper Garden Village, North Binjai District, Binjai City. The time of this research was carried out from March 2023 to July 2023. According to Sugiyono (2018), population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. The total population is 79 employees (ASN) and 37 honorary employees. According to Sugiyono (2018), the sample is part of the number and characteristics possessed by the population. The sample used in this study was all ASN employees, totaling 79 employees.

The data analysis technique used in this study is a quantitative data analysis method. Data analysis in this study used Partial Least Square (PLS) based Structural Equation Modeling (SEM) using SmartPLS 3.3.3 software.

Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.

1. Validity test

The validity test is used to assess whether or not a questionnaire is valid. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items in each variable.

2. Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. The reliability test is used to measure the consistency of measuring instruments in measuring a concept or measuring the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the value of the alpha coefficient or Cronbach's alpha and composite reliability). Cronbach's alpha value is suggested to be greater than 0.7 and composite reliability is also suggested to be greater than 0.7. (Now, 2014)

Structural Model (Inner Model)

This test was conducted to determine the relationship between exogenous and endogenous constructs which has become a hypothesis in this study (Hair et al., 2017). To produce inner model test values, steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using the R-square for the dependent variable, the Stone-Geisser Q-square test for predictive

elevation and the t test and the significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R²)

In assessing the model with PLS begins by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation in regression. Changes in the R-square value can be used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect (Ghozali, 2012). The value of R² is generally between 0 and 1.

2. Predictive Relevance (Q²)

This test is used to measure how well the observed values are generated by the model and also the parameter estimates. If the Q² value is greater than 0, it indicates that the model has predictive relevance, which means it has a good observation value, whereas if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistics

at this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in research using the bootstrapping method. In the full Structural Equation Modeling model besides confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Latan and Ghozali, 2012) the criteria for a t table value of 1.96 with a significance level of 5%

4. Path Coefficient (Path Coefficient)

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between variables is declared negative.

5. Fit models

This test is used to determine the level of suitability (fit) of the research model with the ideal model for this study, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

RESULT AND DISCUSSION

Measurement Model Testing (Outer Model)

Testing the measurement model (outer model) is used to determine the specification of the relationship between latent variables and their indicators. This test includes convergent validity, discriminant validity and reliability.

Convergent Validity

Convergent validity aims to measure the suitability between indicators of variable measurement results and theoretical concepts that explain the presence of indicators from the variable test. Convergent validity relates to the principle that indicators from a construct should be highly correlated. The convergent validity test can be evaluated in two stages, namely by looking at the outer loadings and average variance extracted (AVE)

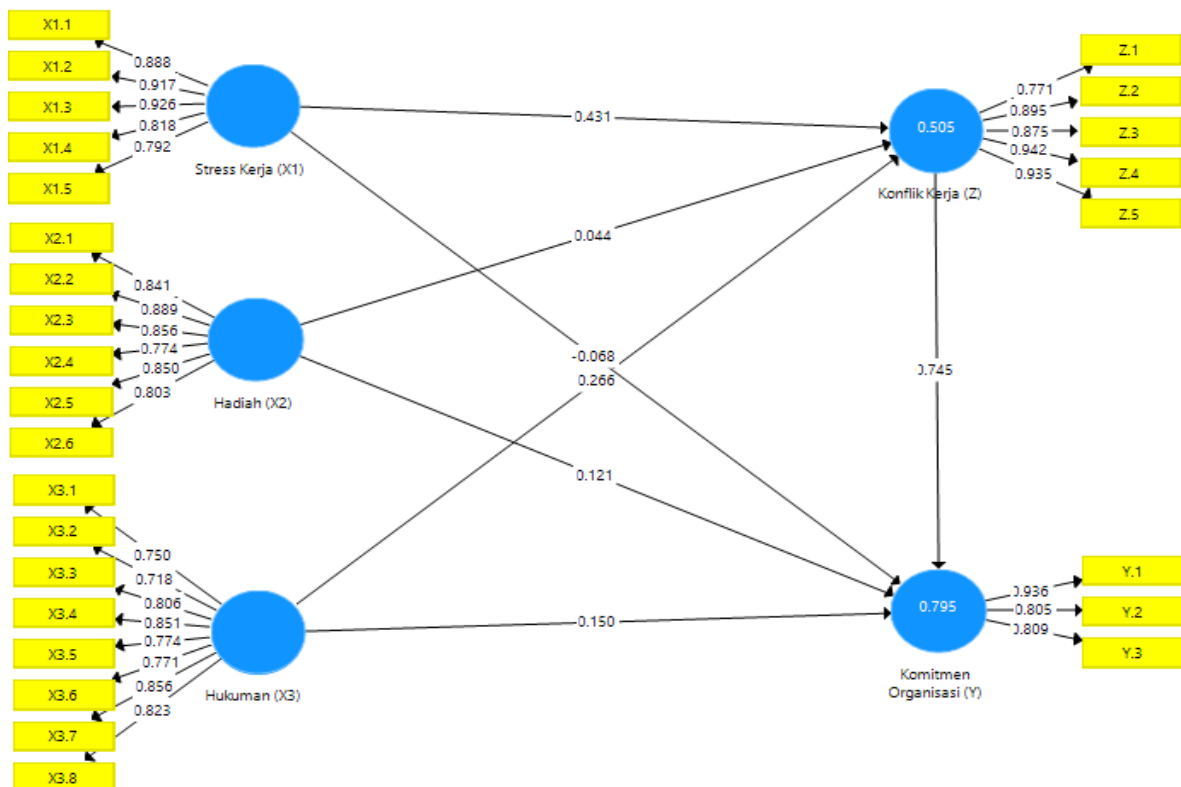


Figure 1. Outer Model
Source: Smart PLS 3.3.3

The Smart PLS output for the loading factor gives the results in the following table: Outer Loadings. {Figure 1). In this study there are equations, and the equation consists of two substructures for substructure 1

$$Z = b1X1 + b2X2 - b3X3 + e1$$

$$Z = 0.431 + 0.044 - 0.266 + e1$$

For substructure 2

$$Y = b4X2 - b5X1 + b5Z + e2$$

$$Y = 0.121 - 0.068 + 0.150 + 0.745 + e2$$

Table 1. Outer Loadings

	Rewards (X2)	Punishment (X3)	Organizational Commitment (Y)	Work Conflict (Z)	Work Stress (X1)
X1.1					0.888
X1.2					0.917
X1.3					0.926
X1.4					0.818
X1.5					0.792
X2.1	0.841				
X2.2	0.889				
X2.3	0.856				
X2.4	0.774				
X2.5	0.850				
X2.6	0.803				
X3.1		0.750			
X3.2		0.718			
X3.3		0.806			
X3.4		0.851			
X3.5		0.774			
X3.6		0.771			
X3.7		0.856			
X3.8		0.823			
Y. 1			0.936		
Y.2			0.805		
Y.3			0.809		
Z. 1				0.771	
Z. 2				0.895	
Z. 3				0.875	
Z. 4				0.942	
Z. 5				0.935	

Source: Smart PLS 3.3.3

Can be seen in table 1 above. All indicators have a positive relationship to each latent variable and the loading factor for each indicator is greater than 0.6 and is said to be quite high. These results indicate that the use of each of these indicators is stated to be able to measure latent variables appropriately.

Discriminant Validity

Discriminant validity is the level of differentiation of an indicator in measuring the instrument constructs. To test discriminant validity, it can be done by examining cross loading, namely the correlation coefficient of the indicator to the associated construct (loading) compared to the correlation coefficient to

other constructs (cross loading). The value of the indicator correlation coefficient must be greater for the association construct than for other constructs, this larger value indicates the suitability of an indicator to explain the association construct compared to explaining other constructs.

Table 2. Cross Loading Value

	Rewards (X2)	Punishment (X3)	Organizational Commitment (Y)	Work Conflict (Z)	Work Stress (X1)
X1.1	0.826	0.725	0.532	0.542	0.888
X1.2	0.885	0.799	0.651	0.715	0.917
X1.3	0.826	0.776	0.656	0.654	0.926
X1.4	0.768	0.754	0.557	0.589	0.818
X1.5	0.609	0.580	0.567	0.487	0.792
X2.1	0.841	0.793	0.547	0.546	0.725
X2.2	0.889	0.732	0.595	0.544	0.766
X2.3	0.856	0.693	0.613	0.572	0.779
X2.4	0.774	0.633	0.534	0.523	0.753
X2.5	0.850	0.667	0.610	0.613	0.799
X2.6	0.803	0.826	0.521	0.525	0.715
X3.1	0.654	0.750	0.422	0.468	0.614
X3.2	0.484	0.718	0.466	0.363	0.649
X3.3	0.672	0.806	0.398	0.467	0.670
X3.4	0.769	0.851	0.467	0.418	0.701
X3.5	0.722	0.774	0.480	0.405	0.582
X3.6	0.677	0.771	0.561	0.544	0.621
X3.7	0.717	0.856	0.528	0.490	0.731
X3.8	0.744	0.823	0.840	0.825	0.735
Y. 1	0.579	0.600	0.936	0.882	0.590
Y.2	0.765	0.750	0.805	0.711	0.708
Y.3	0.364	0.385	0.809	0.617	0.426
Z. 1	0.492	0.489	0.670	0.771	0.536
Z. 2	0.569	0.576	0.764	0.895	0.586
Z. 3	0.628	0.634	0.780	0.875	0.668
Z. 4	0.670	0.658	0.863	0.942	0.665
Z. 5	0.563	0.577	0.800	0.935	0.609

Source: Smart PLS 3.3.3

From Table 2 above it can be seen that the correlation of the X1 construct with its indicators is higher than that of the other constructs. This also applies to constructs X2, X3, Y1, and Y2 with their respective indicators. This shows that latent constructs predict indicators in their blocks better than other constructs.

Composite Reliability and AVE

Composite Reliability is done by looking at the output of the view latent variable coefficients. From this output, the criteria are seen from two things, namely composite reliability and Cronbach's alpha. Composite reliability and Cronbach's alpha values are declared reliable and valid if the value is > 0.70 . If a construct meets these two criteria, it can be said that the construct is reliable or has consistency in the research instrument. The Average Variance Extracted (AVE) that is often used is a minimum of 0.50. Measuring reliability can be done by looking at the Cronbach's Alpha, Composite Reliability and AVE values and the results can be seen in table 3 below:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Rewards (X2)	0.914	0.933	0.699
Punishment (X3)	0.918	0.932	0.632
Organizational Commitment (Y)	0.810	0.888	0.726
Work Conflict (Z)	0.930	0.948	0.785
Work Stress (X1)	0.919	0.939	0.757

Source: Smart PLS 3.3.3

Based on table 3, the results show the value of Cronbach's alpha and composite reliability of each variable > 0.70 , meanwhile for the AVE value of all variables > 0.50 , therefore all variables have met all reliable criteria and are also valid so that it can be continued for structural model evaluation.

Evaluation of the Structural Model (Inner Model)

Coefficient of determination(R²) The coefficient of determination essentially measures how far the model's ability to explain endogenous variation. The construct is called the R-square value. Structural model (inner model) is a structural model to predict the causality relationship between latent variables.

Table.4. R Square results

	R Square	Adjusted R Square
Organizational Commitment (Y)	0.795	0.783
Work Conflict (Z)	0.505	0.484

Source: Smart PLS 3.3.3

There is an R square value for the Organizational Commitment variable of 0.795 and a percentage of 79.5%, meaning that the influence of the variables Job Stress, Reward, Punishment and Role Conflict affects Organizational Commitment by 79.5% and the rest is in other variables. For the R square value of the Work Conflict variable, it is 0.505 and the percentage is 50.5%, meaning that the influence of the Work Stress, Reward, Punishment variables on Work Conflict is 50.5% and the rest is in other variables.

Hypothesis test

The following is the result of the evaluation of the structural model of the hypothesis testing that has been carried out using the PLS method obtained from the SmartPLS 3.0 Bootstrapping Report presented in Table 5 below:

Table 5. Path Coefficients (Direct Effects)

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Reward (X2) -> Organizational Commitment (Y)	0.121	0.746	0.456
Reward (X2) -> Work Conflict (Z)	0.044	0.212	0.833
Punishment (X3) -> Organizational Commitment (Y)	0.150	1.219	0.224
Punishment (X3) -> Work Conflict (Z)	0.266	1,049	0.295
Work Conflict (Z) -> Organizational Commitment (Y)	0.745	8,774	0.000
Work Stress (X1) -> Organizational Commitment (Y)	-0.068	0.426	0.670
Work Stress (X1) -> Work Conflict (Z)	0.431	1,910	0.057

Source: Smart PLS 3.3.3

In table 5 above, there is a hypothetical value that has different values and influences between variables, this will be explained as follows:

1. Reward has no significant positive effect on Organizational Commitment with an original sample value of 0.121 and P values of 0.456, meaning that there is still an effect when employees are given rewards as achievements so that these employees increase their commitment to the organization.
2. Rewards have no significant positive effect on Work Conflict with an original sample value of 0.044 and P values of 0.833 meaning that rewards are given to employees who are diligent and willing to do other work outside of their obligations so that the employee is given a gift as a reward both individually and by the organization and there are also employees who do not do this.

3. Punishment has no significant positive effect on Organizational Commitment with an original sample value of 0.150 and P values of 0.224 meaning that Punishment is able to make employees committed to the organization, but this is not all employees who do it, there are employees who have already been punished but still have no commitment to themselves to the organization.
4. Punishment has no significant positive effect on Work Conflict with an original sample value of 0.266 and P values of 0.295 meaning that with Punishment made for work conflict will occur so that not all punishments given create work conflict within the organization.
5. Work Conflict has a positive and significant effect on Organizational Commitment with an original sample value of 0.745 and a P value of 0.000, meaning that work conflict does not make employees lose their sense of commitment to the organization just because of trivial work problems so that work conflicts can still be resolved.
6. 6, Work Stress has no significant negative effect on Organizational Commitment with a value of -0.068 and P values 0.670 meaning that if work stress increases, organizational commitment will disappear and employees can think that they will leave their jobs just waiting for the employee to get a new job. many work factors are piled on the stressed employee.
7. 7. Work stress has an insignificant positive effect on Perna conflict with an original sample value of 0.431 and P values of 0.057 meaning that work stress will occur due to work conflict within the organization so that employees are not focused on their work. Employees and superiors make employees feel stressed at work.

Table 6. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Reward (X2) -> Work Conflict (Z) -> Organizational Commitment (Y)	0.033	0.213	0.831
Punishment (X3) -> Work Conflict (Z) -> Organizational Commitment (Y)	0.198	1,080	0.281
Work Stress (X1) -> Work Conflict (Z) -> Organizational Commitment (Y)	0.321	1,941	0.053

Source: Smart PLS 3.3.3

In table 6 above the results of the hypothesis indirectly show a P value that is greater than 0.05, meaning that work conflict is not capable of being an

intervening variable nor is it an intervening variable in this study. The explanation of the hypothesis is as follows:

1. Reward has no significant positive effect on Organizational Commitment through Work Conflict with an original sample value of 0.033 and a P value of 0.831 meaning that work conflict is not able to influence the X1 and Y variables so that role conflict is not an intervening variable in this study.
1. 2. Punishment has no significant positive effect on Organizational Commitment through Work Conflict with an original sample value of 0.198 and a P value of 0.281 meaning that role conflict is not able to influence the X2 and Y variables indirectly so that it can be determined that role conflict is not an intervening variable in this study.
2. Work Stress has a positive but not significant effect on Organizational Commitment through Work Conflict with an original sample value of 0.321 and P values of 0.053 meaning that the role conflict variable is not able to influence the X3 and Y variables indirectly so that role conflict is declared not an intervening variable because it has no significant effect and role conflict not an intervening variable.

CLOSING

Conclusion

1. Reward has no significant positive effect on Organizational Commitment in the Public Works and Spatial Planning Office of Binjai City
2. Reward has no significant positive effect on Work Conflict in the Binjai City Office of Public Works and Spatial Planning
3. Punishment has no significant positive effect on Organizational Commitment in the Public Works and Spatial Planning Office of Binjai City
4. Punishment has no significant positive effect on Work Conflict at the Public Works and Spatial Planning Office of Binjai City
5. Work Conflict has a positive and significant effect on Organizational Commitment in the Public Works and Spatial Planning Office of the City of Binjai
6. Work Stress has no significant negative effect on Organizational Commitment in the Public Works and Spatial Planning Office of Binjai City
7. Work Stress has no significant positive effect on Work Conflict in the Public Works and Spatial Planning Office of the City of Binjai
8. Reward has no significant positive effect on Organizational Commitment through Work Conflict at the Office of Public Works and Spatial Planning in Binjai City
9. Punishment has no significant positive effect on Organizational Commitment through Work Conflict in the Office of Public Works and Spatial Planning in the City of Binjai

10. Work Stress has no significant positive effect on Organizational Commitment through Work Conflict in the Office of Public Works and Spatial Planning in the City of Binjai

Suggestion

1. The organization gives gifts to employees according to their work and achievements thereby increasing employee performance.
2. Organizations must be able to deal with employees who are stressed at work to avoid mistakes by helping each other in their work to make work easier and relieve stress at work.
3. Organizations must provide punishment to employees to make it a deterrent effect and will not make mistakes again.
4. Work conflicts that occur in organizations must be reduced by always providing weekly briefings to control problems at work and problems between employees.
5. Organizations must be able to make employees committed to the organization by providing comfort at work and security at work.

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