

The Influence of Organizational Culture on Work Stress and Employee Performance (Case Study at PT. Delta Satria Dewata in Denpasar)

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Abstract: *The aims of this research is to analyze and determine the effect of the existence of organizational culture on work stress and employee performance at PT. Delta Satria Dewata in Denpasar. The hypothesis proposed based on existing theoretical studies and the presence of phenomena summarized in the formulation of the problem are 1) Organizational culture has a positive and significant effect on employee performance, 2) Organizational culture has a negative and significant effect on work stress, 3) Work stress has a negative and significant effect on employee performance, 4) Job stress mediates a part of the influence of organizational culture on employee performance. The design of this research system is oriented to quantitative data calculation patterns of the existence of a questionnaire distributed to respondents as many as 40 people, each item refers to the indicators of each research variable, the data used are primary and secondary data both qualitative and quantitative then analyzed SEM based on PLS, while the results found are as follows: 1) Organizational culture has a positive and significant effect on employee performance, 2) Organizational culture has a negative and significant effect on work stress, 3) Work stress has a negative and significant effect on performance employees, 4) Job stress is a partial mediating variable that links organizational culture variables with employee performance.*

Keywords: *organizational culture; job stress; employee performance*

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I. Introduction

An organization that is both profit and service is required to be able to show its best performance consistently in order to achieve the goals of the organization. One of the factors that determine the achievement of company performance and organizational goals is the performance of its human resources. This is because humans are subjects or drivers of other factors of production, humans as objects or agents of the production process have creativity, taste and intention so that these human factors of production cannot be equated with other factors of production. By understanding the important role of labor in the organization, the workforce is called human resources in the company or organization that needs to be managed properly so that its role can be improved and the emergence of employee performance.

(Mangkunegara, 2014) said that performance is the result of quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. (Hasibuan, 2016) said that performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience, and sincerity as well as time.

According to (Robbins, 2016), organizational culture is a term used to contain a set of behavioral variables that refer to values, beliefs, and basic principles that act as a basis for an organization's management system. According to (Hasibuan, 2014), organizational culture is the basic pattern accepted by organizations to act and solve problems, shape employees who are able to adapt to the environment and unite members of the organization, so that organizational goals are achieved with optimal performance.

Research by (Muis, 2018), at PT. Pegadaian (Persero) Regional Office I-Medan supports the opinion of the experts mentioned above, where the results of the study concluded that organizational culture has a positive and significant effect on employee performance. While research conducted by (Nadhiroh, 2019), the Koperta Langgeng Mulyo Ngancar Kediri does not support the opinion of the experts above, which states the results of the study that organizational culture has a negative effect on employee performance.

Job stress is a condition of tension that creates physical and psychological imbalances, which affect emotions, thought processes and conditions of an employee, in this case the pressure is caused by the work environment where the employee works (Veithzal, 2004). Meanwhile, according to (Robbins, 2016) is a dynamic condition in which an individual is faced with an opportunity, obstacle, or demand related to what is desired and the results are perceived as uncertain.

There are two categories of causes of stress namely on the job and off the job. According to Handoko (Muis, 2018), the causes of "On The Job" stress include the following: 1) Excessive workload; 2) Pressure or time pressure; 3) Poor supervision; 4) Conflicts between individuals or groups; 5) Uncomfortable working climate; and

6) Career development. While the causes of stress "Off The Job" include: 1) Financial worries; 2) Family problems; 3) physical problems; 4) Marriage problems; and 5) changes that occur at the residence.

PT. Delta Satria Dewata is a business organization engaged in the distributor field, the company is located in the Denpasar area, located at Jalan Imam Bonjol No. 226 A. Products sold in various Johnson A Family Company brand variants such as kits, ducks, glades, baypres, glass cleaners, mister muscel, unique sponges, and floor cleaners. Where this organization is engaged in the distribution of cleaning operational products. In the tourism sector to be able to give a good impression on the world of tourism, so as to increase regional foreign exchange which has always been the key to developing regional capability, especially in Bali.

Along with the passage of operational activities in the company PT. Delta Satria Dewata in Denpasar, there are some decreases in performance based on the targets that have been set, the decline in performance can be seen in the table of realization of the targets set out in the following table.

Table 1. Sales Data of PT. Delta Satria Dewata in Denpasar July 2018-June 2019

No	Month	Number of employees (people)	Sales Target (Unit /Month)	Realization of Sales (Unit / Month)	Achievement Criteria
1	July	40	19.918	19.000	Not achieved
2	August	40	19.918	18.338	Not achieved
3	September	40	19.918	16.010	Not achieved
4	October	40	19.918	15.477	Not achieved
5	November	40	19.918	17.267	Not achieved
6	December	40	19.918	17.967	Not achieved
7	January	40	19.918	17.831	Not achieved
8	February	40	19.918	17.549	Not achieved
9	March	40	19.918	13.491	Not achieved
10	April	40	19.918	19.894	Not achieved
11	May	40	19.918	18.492	Not achieved
12	June	40	19.918	14.616	Not achieved
Number of Achievements			239.016	205.932	

Table 1 shows the sales target data of PT. Delta Satria Dewata in Denpasar in July 2018-June 2019 amounted to 239,016, while the realization reached 205,932, thus what was targeted by the company had not been achieved, the phenomenon could be observed through the achievement of the average number of unit / month product sales at PT. Delta Satria Dewata in Denpasar where the monthly operational sales target cannot be realized to its full potential. It can be concluded that the performance of PT. Delta Satria Dewata has not been maximized according to the planned target.

Aside from being based on phenomena in the field, a study must also have a research gap based on differences in research results or what is often referred to as a research gap, in this study the research gap is obtained from previous research gaps with the same variable but different results are obtained, such as research conducted by (Satyawati, 2014) states that there is a negative relationship between organizational culture and employee performance, in another study conducted by (Saad, 2013) different results are obtained related to the relationship of similar variables between organizational culture and employee performance, in his research the results obtained that organizational culture has a positive and significant effect on employee performance. Similarly, the relationship between organizational culture variables on work stress, in a study conducted by (Amilia, 2017) related to the relationship between organizational culture and work stress, it was found that organizational culture had a positive and significant effect on work stress, but in other studies with similar variables conducted by (Pamungkas, 2016) found that organizational culture has a negative effect on work stress.

In addition to the relationship of organizational culture to performance and work stress found differences through the existing research gap, there is also a research gap between the relationship of work stress to performance, it was found through research conducted by (Wartono, 2017) which states that there is a positive and significant between work stress on employee performance, but another opinion expressed by (Arumsari, 2019) which states that there is a negative relationship between work stress and employee performance.

Based on the phenomenon and research gap from the research results obtained previously, it is necessary to examine how the influence of Organizational Culture on Work Stress and Employee Performance (Case Study at PT. Delta Satria Dewata in Denpasar) ".

II. Concept and Hypotheses

Organizational culture

Organizational culture is a set of core values, beliefs and attitudes that are enforced among members of the organization (Suparyadi, 2015). According to (Fahmi, 2016) states that organizational culture is a habit that has lasted a long time and is used and applied in the life of work activities as one of the drivers to improve the quality of work of employees and company managers.

Job Stress

Job stress expressed by (Wartono, 2017) suggests that work stress can be viewed from several angles, namely: work stress is the result of workplace conditions, work stress is the result of two organizational factors, namely involvement in tasks and organizational support, stress occurs because the "workload" factor is also the ability to do the task, the challenges that arise from the task. Furthermore according to

(Veithzal, 2004) said that work stress is a condition of tension that creates the existence of physical and psychological imbalances, which affect emotions, thought processes and conditions of an employee, in this case the pressure is caused by the work environment where the employee works.

Employee performance

Employee performance is the willingness of a person or group of people to do an activity and perfect it in accordance with their responsibilities with the results as expected (Rivai, 2013). Another opinion by (Simamora, 2016) states that performance refers to the level of achievement of the tasks that make up an employee's work. Performance is basically what employees do or don't do. As the aim of providing clear directions or guidelines in research so that they are truly able to discuss the problems that have been formulated in this study, it is necessary to formulate a hypothesis as a temporary answer to the presumptions proposed. Basically the hypothesis is a statement or conclusion that is temporary and the truth must still be proven, then the hypothesis that will be developed in this study is as follows.

The research concept is a logical relationship from the theoretical foundation and empirical studies that have been explained in the previous section. Based on the problem formulation and frame of mind, in this study the independent variables are organizational culture (X1), while the dependent variable is work stress (Y1) and employee performance (Y2). In accordance with the number of variables identified, based on the framework of thinking previously described, a concept that explains the relationship between the variables in this study was developed. Based on the background and relationship between research variables, the conceptual framework of this study can be seen in Figure 1 below:

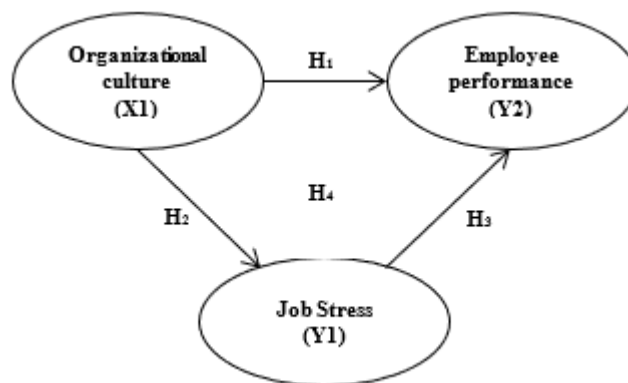


Figure 1. Research Model Framework

Based on Figure 1 it can be formulated and explained that the hypothesis in this study is as follows H1: Organizational culture has a positive and significant effect on employee performance. H2: Organizational culture has a negative and significant effect on work stress. H3: Job stress has a negative and significant effect on employee performance. H4: Job Stress mediates the influence of organizational culture on employee performance.

III. Method

This research was conducted at the company PT. Delta Satria Dewata in Denpasar. The population in this study were 40 employees of PT. Delta Satria Dewata in Denpasar with a work period of more than 5 years, and has undergone the last education of High School (SMA). The sampling method used in this study is to use a Non-Probability sampling technique that is saturated sampling which is a sampling technique when all members of the population are used as samples. The instrument used in this study was a questionnaire, namely the collection of data with a series of written questions to respondents regarding the variables to be studied.

IV. Result and Discussion

Validity test

In this research, a validity test was conducted on the research respondents as many as 40 respondents.

Table 2. Test Results of Organizational Culture Variable Validity, Job Stress and Performance

Variable	Indicator	Item	Correlation coefficient	Sig	Information
Organizational culture	X1.1	The organizational structure provides a clear pattern of information	0,915	0,00	Valid
	X1.2	Organizational processes according to objectives	0,942	0,00	Valid
	X1.3	Organizational products according to standards	0,937	0,00	Valid
	X1.4	Reasoning is used in achieving organizational goals	0,930	0,00	Valid
	X1.5	Commitment affects the completion of tasks and responsibilities	0,904	0,00	Valid
	X1.6	The existence of ideas is used for organizational progress	0,921	0,00	Valid
	X1.7	The organization is willing to accept suggestions	0,895	0,00	Valid
	X1.8	The existence of a strategy is used to complete the task	0,912	0,00	Valid
	X1.9	The organization has a philosophy	0,863	0,00	Valid
Work stress	Y1.1	The organizational structure outlines the SOP	0,974	0,00	Valid
	Y1.2	Leadership is authoritarian	0,969	0,00	Valid
	Y1.3	The role demands are strong	0,962	0,00	Valid
	Y1.4	The task demands are quite numerous	0,934	0,00	Valid

The performance	Y1.5	Demands between coworkers are high	0,946	0,00	Valid
	Y2.1	Ideal work quality	0,855	0,00	Valid
	Y2.2	Maximum work quantity	0,914	0,00	Valid
	Y2.3	Effectiveness is appropriate	0,720	0,00	Valid
	Y2.4	Work completed on time	0,923	0,00	Valid
	Y2.5	High work commitment	0,799	0,00	Valid
	Y2.6	Employees have independence	0,908	0,00	Valid

In Table 2 above, it shows that all relationships (correlations) between each item / indicator and the total score of each construct are valid because the correlation value is significant at 0.05.

Reliability Test

The results showed that the reliability test for each variable, namely organizational culture (X), work stress (Y1), and employee performance (Y2) were reliable, because the Cronbach's Alpha (α) value > 0.60.

Evaluation of Measurement Model (Measurement Model / Outer Model)

Convergent Validity

Convergent Validity is a criterion in measuring the validity of indicators that are reflexive. This evaluation is done through an examination of the outer loading coefficient of each indicator of its latent variable. An indicator is said to be valid, if the outer loading coefficient is between 0.60-0.70. However, for analyzes where the theory is unclear, 0.50 outer loading is recommended (Ghozali, 2016), and significant at the alpha level of 0.05 or 1.96 t-statistics. The calculation results regarding the outer loading value in figure show that all indicators have met the valid requirements based on the criteria of discriminant validity, namely the outer loading value > 0.50 and statistically significant. These results can be seen in Figure 2 and Figure 3.

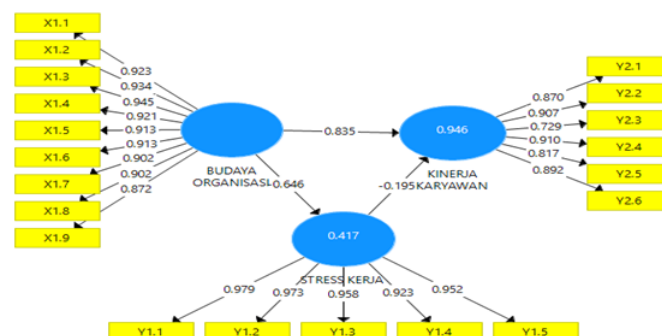


Figure 2. Outer Loading and Path Analysis Estimated Results

While the results of calculations regarding the results of the significance test (bootstrapping) can be seen in Figure 3.

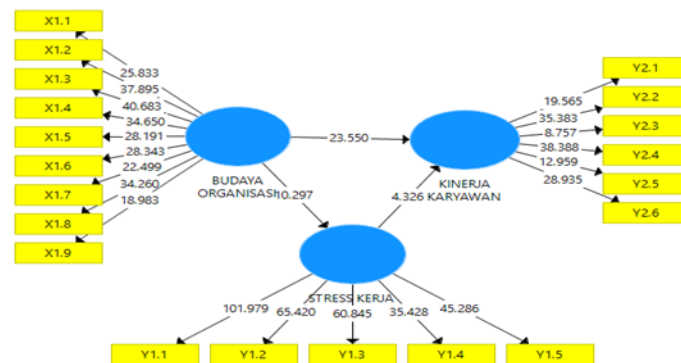


Figure 3. Bootstrapping (Test Statistics)

Discriminant Validity

The measurement of the validity of the indicators that make up the latent variable can also be done through discriminant validity by looking at the value of AVE and AVE. Indicators are considered valid if the AVE value of each construct is > 0.50 and the value of AVE is all constructs $>$ the correlation value between variables (Lathan and Ghazali, 2012: 78-79). The results showed that the AVE value of all constructs > 0.50 and the value of AVE for organizational culture construct = 0.92; work stress = 0.84; and employee performance = 0.97 is greater than the correlation value between constructs, which is between 0.65-0.96 So that it is declared valid based on discriminant validity criteria.

Composite Reliability and Cronbach Alpha

A measurement can be said to be reliable, if the composite reliability and Cronbach alpha have a value greater than 0.70. Composite reliability and Cronbach alpha is a measure of reliability among indicator blocks in the research model. The results show that the composite reliability value of each construct has shown a minimum value of 0.70 so that it meets reliable requirements based on composite reliability criteria. In terms of Cronbach Alpha values all greater than 0.70 so that they meet valid requirements.

Evaluation of Structural Models Through R-Square (R^2)

The results showed that the R^2 value of employee performance was 0.95; based on Chin criteria (Ghozali, 2016), then the model includes very strong model criteria, the meaning is the variation of organizational culture and work stress able to explain variations in employee performance by 95% percent, the remaining 5% percent is explained by variations of other variables outside the model being analyzed. While work stress has an R-square value of 0.42 or including a near moderate model, meaning that variations in organizational culture can explain variations in work stress that is equal to 42% percent while the remaining 58% is explained by other variables outside the model.

Evaluation of Structural Models through Q-Square Predictive Relevance (Q₂)

Q-Square Predictive Relevance (Q₂) is a measure of how well the observations made give results to the research model. The criteria for strength and weakness of the model are measured based on Q-Square Predictive Relevance (Q₂) according to (Ghozali, 2016) are as follows: 0.35 (strong model), 0.15 (moderate model), and 0.02 (weak model). The Q-Square formula is: $Q_2 = 1 - (1 - R_{12}) (1 - R_{22})$. The value of Q-Square is $= 1 - (1 - R_{12}) (1 - R_{22}) = 1 - (1 - 0.95) (1 - 0.42) = 1 - 0.03 = 0.97$, based on these results then the estimation model is included in the very strong criterion, meaning that 97% of variations in endogenous constructs can be predicted by variations in exogenous constructs.

Evaluation of Structural Models through Goodness of Fit (GoF)

Goodness of Fit (GoF) is a measurement of the accuracy of the overall model (global), because it is considered a single measurement from the measurement of the outer model and measurement of the inner model. Calculation with GoF shows the average value of R₂ is 0.69 while the average \sqrt{AVE} is 0.91, then the GoF value is $\sqrt{R_2 * A. \sqrt{AVE}} = \sqrt{0.69 * 0.91} = \sqrt{0.63} = 0.78$. This means that the global model is predictive of being large.

Path Analysis and Testing Hypotheses

Path Analysis and Testing Hypotheses, it is expected that H₀ is rejected or sig < 0.05 (or T-statistic value > 1.96 with a level of significance of 0.05).

Table 3. Path Analysis and Testing Statistics

Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STERR)	P Values	Information
Organizational Culture -> Employee Performance	0,835	0,841	0,035	23,550	0,000	Significant
Organizational Culture -> Job Stress	-0,646	-0,654	0,063	10,297	0,000	Significant
Job Stress -> Employee Performance	-0,195	-0,188	0,045	4,326	0,000	Significant

Table 3 shows that organizational culture has a positive effect of 0.84 on employee performance and the relationship is significant at the 0.05 level because the P value is 0,000 < 0.05. Organizational culture has a negative effect on work stress by -0.65, and the relationship is significant at the 0.05 level with a P value of 0,000 < 0.05. Job stress has a negative effect of -0.19 on employee performance and the relationship is significant at the 0.05 level with a P value of 0,000 < 0.05.

The Effect of Organizational Culture on Employee Performance of PT. Delta Satria Dewata in Denpasar

The analysis shows that organizational culture has a positive and significant

effect on employee performance at PT. Delta Satria Dewata in Denpasar. Positive and significant influence shows that the more organizational culture increases, the employee's performance increases at PT. Delta Satria Dewata in Denpasar. This is in line with the reality on the ground which states that the work that is in the organization is always completed in a timely manner because the end result of the organization is a benchmark of organizational success at PT. Delta Satria Dewata in Denpasar.

The results of this study are in line with the results of previous studies conducted by (Saad, 2013) showing that organizational culture has a positive and significant effect on employee performance in Small Business Units and Companies in Malaysia. Similar opinion was expressed by (Hasim, *et. al*, 2013) which states that organizational culture positively influences employee performance in Bangladesh Corporate Communications. (Amah, 2017) in her research results showed that organizational culture has a positive effect on employee performance at PDAM Tirta Taman Sari, Madiun City. (Muis, 2018) in his research results showed that organizational culture partially had a positive and significant effect on employee performance at PT. Pegadaian (Persero) Medan Regional Office. The same opinion was expressed by (Qomariah, 2012) which stated that organizational culture had a positive effect on employee performance at the Jember Private University.

The Effect of Organizational Culture on Work Stress of PT. Delta Satria Dewata in Denpasar

The results of data analysis showed that organizational culture had a negative and significant effect on work stress at PT. Delta Satria Dewata in Denpasar. Negative and significant influence shows that the declining organizational culture of employees can increase work stress on employees of PT. Delta Satria Dewata in Denpasar. The results support the theory expressed by Smith (1981) cited by (Wijono, 2012) suggesting that the concept of work stress can be viewed from several angles, namely, first, work stress is the result of workplace conditions. Second, work stress is the result of two organizational factors, namely involvement in tasks and organizational support. Third, stress occurs due to the "workland" factor as well as the ability to perform tasks. Fourth, the result of excessive work time. Fifth, the task responsibility factor. And finally, the challenges that arise from the task. Job stress that is not maintained properly will result in job dissatisfaction.

The results of this study support research conducted by (Pamungkas, 2016) related to the relationship between organizational culture and work stress. The results show that organizational culture has a negative influence on work stress at PT. PLN (Persero) AP2B Minahasa System, similar thing was also conveyed in a study conducted by (Novitasari, 2016) which in his research stated that organizational culture has a negative relationship to work stress at Mega Anggrek Hotel. (Hastuti, 2018) in his research stated that organizational culture had a negative effect on work stress at the Boyolali District Office of Environment and Hygiene.

The Effect of Job Stress on Employee Performance of PT. Delta Satria Dewata in Denpasar

The results of data analysis show that work stress has a negative and significant effect on employee performance at PT. Delta Satria Dewata in Denpasar. Negative and significant influence shows that the decreasing level of work stress on employees can improve employee performance at PT. Delta Satria Dewata in Denpasar.

The results of this study support the results of (Ahmed's research, 2013) in his research showing that work stress has a negative effect on employee performance in the Banking Sector of Pakistan. (Hong, *et. al*, 2013) in his research also expressed the same opinion that the existence of work stress has a negative effect on employee performance at Cornell Hospital. Similar research was conducted by (Lin, *et. al*, 2014) which states that work stress has a negative effect on employee performance at the Chinese Department of Corporate. The same thing was also obtained from (Khuong's, 2016) which stated that work stress had a negative effect on the performance of employees of Dong Xuyen Industrial Zone Vietnam. The results of research presented by (Arumsari, 2019) which states that there is a negative relationship between work stress on employee performance at PT. Bank Tabungan Negara (BTN) Semarang Syariah Branch Office and Nyalian Supporting Branch Office.

The Role of Job Stress in Mediating the Effect of Organizational Culture on Employee Performance of PT. Delta Satria Dewata in Denpasar

The results showed that work stress is a partial mediation between organizational culture and employee performance. Work stress variable has not been able to explain the relationship between organizational culture and employee performance because the direct relationship between organizational culture and employee performance is significant, the relationship between organizational culture and work stress is not significant and work stress has an insignificant relationship to employee performance. The meaning of the role of mediating variables here shows that the influence of organizational culture on employee performance has not been able to be conveyed properly by work stress, in other words work stress does not mediate a direct relationship between organizational culture towards employees at PT. Delta Satria Dewata in Denpasar.

These results are not in line with research (Armiaty, *et al*, 2012) found that organizational culture influences employee performance in Airlangga University library which is mediated by work stress. The same was stated by (Uddin *et al*, 2012) in his research stating that organizational culture is an open system approach that is interdependent and interactive in association with the performance of employee organizations in telecommunications in Bangladesh. (Astianto's, 2014) shows the results that work stress plays a role in mediating the influence of organizational culture on employee performance at PDAM Surabaya. (Nizam's, 2016) research shows that frequent ritual activities in organizations have a large and positive impact

on employee performance, but other studies that must be conducted in this regard can be carried out based on different organizations that have different organizational culture systems.

Research Implications

Theoretical Implications

Based on the results of the analysis of employee performance, organizational culture and work stress are determined. The most dominant employee performance is reflected by the work indicators that exist in the organization are always completed in a timely manner. Work at the organization is completed on time to be increased at PT. Delta Satria Dewata in Denpasar, with the results of work completed on time the company experienced an increase in profits. The most dominant organizational culture is reflected by the existing organizational product indicators able to be made and achieved according to existing standards. Standard operational procedures made at PT. Delta Satria Dewata in Denpasar must comply with company standards so that employees will feel comfortable at work and can improve employee performance. The most dominant work stress is reflected by indicators of the existence of unclear organizational structure and unable to describe the description of existing tasks. The organizational structure and duties of each employee need to be improved at PT. Delta Satria Dewata in Denpasar so that employees can work according to their respective duties and responsibilities according to the rules set by the organization.

Practical Implications

The results of this study contributed to the leadership of PT. Delta Satria Dewata in Denpasar, including in this case the Human Resources (HR) practitioners in the agency, so that it can help provide a comprehensive experience of how the influence of organizational culture and work stress on the performance of employees of PT. Delta Satria Dewata in Denpasar. The research model proposed and tested for the suitability of the model (fit model) through the PLS model analysis tool, can strengthen providing empirical support to the findings of previous researchers, the results of this study indicate that the exogenous construct under study has an influence on employee performance namely the construct of organizational culture and the construct of work stress. For organizational culture construct plays a very important role in improving the performance of employees of PT. Delta Satria Dewata in Denpasar, This is because a low organizational culture will degrade employee performance, for an intervening / mediating construct that is work stress so that more attention is paid so that employee stress levels do not increase, because it can affect employee performance.

V. Conclusion

Organizational culture has a positive and significant effect on employee performance, meaning that high organizational culture can improve the

performance of employees of PT. Delta Satria Dewata in Denpasar. Organizational culture has a negative and significant effect on work stress, meaning that the higher the organizational culture, the work stress of PT. Delta Satria Dewata in Denpasar is getting lower. Job stress has a negative and significant effect on employee performance, PT. Delta Satria Dewata in Denpasar means that the lower the work stress, the employee performance of PT. Delta Satria Dewata in Denpasar is getting higher. Job stress is a mediating variable that partially links organizational culture variables with employee performance.

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