



The Effect of Organizational Culture on Employee Performance Mediated by Work Stress: Study at PT ADIRA Dinamika Multifinance in Denpasar

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Abstract-Performance is a real behavior that is displayed by every person as a work performance generated by employees in accordance with its role in the company. Employee performance is a very important thing in the company's efforts to achieve the company goals. Organizational culture is a habit that has lasted long, used and applied in the circulation of work activities as one of the drivers to improve the work quality of employees and managers of the company. Work stress is a condition of tension that creates a physical and psychological imbalance, affecting the emotions, thought processes, and conditions of an employee. Excessive stress can threaten a person's ability to cope with the environment. As a result, employees develop a variety of stress symptoms that can interfere with their work. This study aims to examine how the influence of organizational culture on employee performance is mediated by work stress. Participants in this study were 78 respondents who were employees of PT. Adira Dinamika Multi Finance in Denpasar. The method of determining the sample used was random sampling. Data collection was done through interview and questionnaire distribution. Data analysis was done by using descriptive analysis and inferential analysis. The research hypothesis was tested using Partial Least Square (PLS) application. The results showed that: (1) Organizational culture has a positive and significant effect on employee performance. (2) Organizational culture has a positive and significant impact on work stress. (3) Work stress has a positive and significant effect on employee performance. (4) Work stress is a perfect mediation between organizational cultures on the performance of employees of PT. Adira Dinamika Multi Finance in Denpasar.

Keywords: Organizational Culture; Work Stress and Employee Performance.

INTRODUCTION

The rapid globalization process in the 1990s, which continues today, has led to changes in the crucial transformation of the structure of employment both in the developed countries and the developing economies (Gozgor, 2018). An efficient and effective utilization of human resources is expected to continue to survive in the increasingly fierce competition arena to obtain the best results of success. Of course to achieve a success is not as easy as turning the palm of the hand, because it takes a long process that certainly

involves the human resources. In order to achieve organizational goals, it is necessary productive factors, including money, human resources, material, machine, method and market. Of the six factors, it turns out that human resources production factors play a very vital role. This is because humans are the subject or the driving of other production factors; humans as objects or actors of production processes have the creation, feeling and intention so that human production factor cannot be equated with other production factors. By understanding the importance of the role of manpower in the organization, the

workforce is called human resources that exist in the company or organization that needs to be managed properly so that its role and the incidence of its performance can be improved.

Performance is influenced by the various personal traits of each individual. In a competitive and global development, companies need high-performing employees. At the same time workers need feedback on their performance as a guideline for their actions in the future, therefore assessment should reflect employee performance (Rivai, 2013).

Conflict can be interpreted as a relationship between two or more parties (individuals or groups) who have or feel to have objectives that are not in line (Mitchell, 1981). This concept must be distinguished from violence, which includes actions, sayings, attitudes or various structures and systems that cause physical, mental, social and environmental damage and/or that prevent a person from reaching his or her full potential (Fisher, et.al., 2001). Performance of employees can be interpreted as work performance or work (output) both in quality and quantity achieved by employees per period in carrying out their duties in accordance with the responsibilities given to him/her. According Yani (2012), performance is a process undergone by companies or organizations to evaluate the implementation of individual employee work. In principle, the evaluation is a way of measuring the contributions of individuals in the agency conducted to the organization. The essential value of a performance appraisal involves determining the level of individual contribution or performance expressed in the completion of tasks for which they are responsible.

Organizational culture is a philosophy, ideology, values, assumptions, beliefs, expectations, attitudes and norms that are shared and binded in a particular community. Specifically the organizational culture will be determined by the conditions of team work, leaders, characteristic of organization and the applicable administration process (Siagian, 2008). According to Robbins (in Mulyadi, 2015), organizational culture is a term used to contain a series of behavioral variables that refer to values, beliefs, and basic principles serving as a foundation for an organizational management system.

Stress has a positive and negative impact. The positive impact of work stress on a low level to moderate level is functional in the

sense of playing a role as a driver to improve employee performance. While the negative impact of stress on a high level is the employee's performance according to conspicuously. This condition occurs because employees will use more energy to fight stress than to perform tasks or work. Stress is a mental tension that disrupts the emotional state, the process of thinking and the physical condition of a person (Siagian, 2009). Usually stress is caused by various factors, both from within and outside the work environment.

PT. Adira Dinamika Multi Finance, a company located in Komp. Dewata Square Block A18-20, Jl. Letda Tantular No. 1, Denpasar Timur, Daging Puri Klod, Denpasar City, is a company that serves a variety of financing such as motor vehicles, both new and second-hand used. Since its inception, Adira Dinamika Multi Finance is committed to becoming the best and leading finance company in Indonesia. Given this potential, Adira Dinamika Multi Finance started the public offering through its shares in 2004 and Bank Danamon and became the majority shareholder by 75%. Through several corporate actions, Bank Danamon currently has a 92.07% equity interest in Adira Dinamika Multi Finance. This activity is carried out with the hope that the employee's performance is achieved, so that later it can realize the goals of the company well.

Organizational culture, as proposed by Didit (2013), is a set of values, beliefs and major attitudes that apply among members of the organization. Culture can align and encourage employee engagement, clarifies the organization's strategic objectives and direction and always outlines and teaches organizational values and beliefs; it can help organizations achieve higher sales growth, payback, profit, and quality and customers' satisfaction.

Robbins and Judge (in Sunyoto, 2012) defined organizational culture as a common meaning system embraced by members of the organization that differentiate the organization from other organizations. This system of meanings is a set of key characteristics an organization upholds.

In conclusion, organizational culture as a value, belief and attitude, can encourage the members of the organization to be involved in achieving the goals of the organization together in a unity, so that the organization is able to achieve sales growth, payback, profit, quality and high customers' satisfaction.

Based on the factors that determine the organizational culture, the measurement of organizational culture can be guided by: value system adopted by the organization affecting the performance of an employee; trust is formed between employees and leaders; attitudes and work behaviors in interaction are routine, habit as employees and activities are routine, social value as a rule of play in well-tuned within the organization, a philosophy that guides the organization's policy setting, the norms applied in work, and your attitudes and work attitude are severely affected by the circumstances in the work environment (McKenna and Beech, 2000).

The influence of culture in encouraging the formation of performance management is very often discussed mainly by managers in various companies. From the various literatures obtained, it is concluded that if an organization implements a strong culture it will encourage an increase in effectiveness within the organization. According to Stephen Robbin (1994) "strong culture is characterized by the core values of a strongly-held, well-regulated, and widely-shared organization".

Armiaty and Arifin (2012) by the results of his research indicate that the organizational culture variables positively and significantly affect the performance of frontline employees of Bank Branch of South Kalimantan. The results of this study are also in line with research conducted by Sulastri (Ghalib and Taharuddin, 2017) who stated that organizational culture has significant effect on the performance of employees of PT. PLN (Persero) Region of South Kalimantan and Central Kalimantan Area Kuala Kapuas. Thus, the research of Uddin (Luva and Hossian, 2012) confirmed that organizational culture is an open system of interdependent and interactive approach to association with organizational performance. Sumanto and Herminingsih (2016) showed that organizational culture is partially significant to employee performance.

Work stress is a condition of tension that creates a physical and psychological imbalance, affecting the emotions, thought processes, and conditions of an employee. Excessive stress can threaten a person's ability to cope with the environment. As a result, employees develop a variety of stress symptoms that can interfere with the performance of their work (Rivai, 2013).

Furthermore, according to Caplain et. al., (in Wirjono, 2012) work stress refers to all job characteristics that may be a threat to the

individual. In addition to this, Dada (2013) explained that work stress is the consequence of every action and environmental situation that cause excessive psychological and physical demands on a person. Thus, job stress is a condition caused by work environment as well as excessive psychological and physical conditions against a person.

Work stress can be measured through five indicators (Leung et. al., 2007): (1) personal behavior is the situation or activity of the employees themselves within the organization; (2) social support is support from within the organization as well as support from outside the organization; (3) bad environment is the situation around the organization, especially in the work space; (4) workload is the employment situation that is charged to the employee or the type of work to be completed on time; and (5) the situation of home and work are the condition between the situation in the household with the existing state in the company.

Stress is an umbrella term for stress, burden, conflict, fatigue, tension, panic, emotion, depression and loss of power. According to Rivai (2013) stress that is of big bad state or condition that it can threaten someone's ability to cope with the environment. As a result, the employees develop a variety of stress symptoms that can interfere with the performance of their work. People who experience stress can become nervous and feel chronic fears. They often become angry and aggressive, can not relax, or show uncooperative attitude.

Pamungkas (2016) pointed out that work stress negatively but not significantly influence the performance of employees of PT. PLN (Persero) AP2B Minahasa System. Novitasari (2016) in her research shows that work stress positively affect the performance of employees of Hotel Mega Orchid. A similar opinion is also stated by Sinambela (2016) that there is a negative and significant influence between work stress and employee performance in Daily Newspaper Lampung Post. Mamahit (2016) in his research stated that the style of leadership, work conflict and work stress significantly influence the performance of employees. Similarly Annisa (2017) stated that work stress has positive and significant effect to bank employee performance.

Performance is the result obtained by a good organization both that is profit-oriented and non-profit oriented generated during one period of time (Fahmi, 2016). Furthermore, Indra Bastian (in Fahmi, 2016) stated that

performance is a description of the achievement level of the implementation of an activity/program/policy in realizing the organization's goals, objectives, mission and vision contained in the formulation of an organization's strategic plan. Performance is a systematic evaluation of the work that has been done by employees and is intended for development (Yani, 2012). Thus, employee performance is the work produced by employees or is a real behavior displayed from a number of efforts made on the work in accordance with its role in the organization.

Performance assessment is a useful tool for evaluating the performance of employees and for developing and motivating the employees. The purpose of the general performance assessment is to provide feedback to employees in an effort to improve the appearance of their work and to improve the productivity of the organization, and in particular, in relation to various policies on employees which include promotion, salary increase, education, training and others. Performance assessment can be the foundation for the company to know the extent to which human resource performance (HRM) such as recruitment, selection, placement, and compensation and training have been done well.

According to Bernardin and Russell (in Sutrisno, 2013) performance assessment is a way of measuring the contribution of employees to the organizations they work for. Bernardin and Russel proposed 6 primary criteria that can be used to measure the performance: quantity of work, referring to the number or number of work that can be completed at a predetermined time; quality of work, the rate at which the results of activities are done close to perfection in the sense of adjusting some ideal ways of performing activities or meeting the expected goals of an activity; punctuality, is the level of an activity completed at the desired initial time, viewed from the point of coordination with output and maximizing the time available for other activities; effectiveness is the level of use of organizational resources maximized with the intent of increasing profits or reducing the losses of each unit in the use of resources; independence is the degree to which an employee can perform the job function without seeking assistance from the supervisor's guidance or requesting a supervisor intervention to avoid adverse outcomes; and work commitment, the level where employees have a work commitment with the company

and the employee's responsibility to the company.

Based on the background of the problem, this study is aimed to examine the influence of organizational culture towards performance of employee, organizational culture towards work stress, job stress towards performance of employee, and the role of work stress in mediating the influence of organizational culture towards performance of employee at PT. Adira Dinamika Multi Finance in Denpasar.

CONCEPTUAL FRAMEWORK AND RESEARCH HYPOTHESES

Kurniati (2016) in addition to work stress, the state of the workplace environment also gives effect to employee performance. According (Bimantoro, 2012), together there is a positive and significant influence between environmental factors, organizational factors, and individual factors on employee performance. This means that the higher the number of environmental factors, organizational factors, and individual factors the higher the employee's performance.

Culture is about how organizations learn to relate to the environment that is a combination of assumptions, behaviours, stories, myths, ideas, metaphors, and other ideas to determine what it means to work within an organization (Rivai and Mulyadi, 2012). The culture of this organization will play a role in the formation of a work culture in which a continuous process will contribute to the formation of a work culture.

In the organizational culture, cultural elements include basic assumptions, beliefs, leaders or groups of creators and the development of organizational culture, problem-solving guidelines, value sharing, risks, adjustments. The prevailing organizational culture in the shelter company will greatly affect employee work motivation and employee performance. Similarly, the existing organizational culture in companies engaged in the sale of four-wheeled vehicles, the company has formed an organizational culture created by the early leaders so that members of the organization or employees of the company only implement and follow the hereditary culture of the organization (Wiwik, 2016).

Organizational culture can run well if the individual psychological condition is also good, because each individual has the nature, character, needs and objectives that are

distinct. Kotter and Heskett in Soetjipto (2002) argue that organizational culture is basically the norms and values prevailing within the organization. The condition of physical and mental tension that comes from within or outside itself will cause a person's condition to experience stress. Stress always happens in human life since it is part of the dynamics of the journey of life; hence life is likely to escape from the stress. The same point of view is stated by Gibson, et al., (1996) who put forward that work stress is an adjustment response mediated by individual differences and/or psychological processes that are a consequence of any external action (environment), situation or event that sets psychological and/or excessive physical demand to a person.

Conceptual framework is expressed in the form of a simple but intact scheme containing the main elements of research and relationship between the elements of research elements. From the phenomenon found in the field and associated with theories related to organizational culture and work stress, benchmarking between the previous studies is put down in the following figure to find the hypothesis. With the guidance of formulated hypothesis, we develop new related concept formulating the object of research that comprises organizational culture instruments and work stress and employee performance.

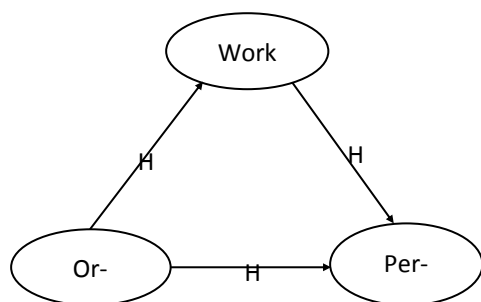


Figure 1: Research Model Framework

H1: (Suherman, 2010), (Pamungkas, 2016), (Novitasari, 2016), (Mariam, 2009), (Ramadhani, 2009), (Armiaty and Arifin, 2012), (Sulastri, Ghalib and Taharuddin, 2017), (Awadh and Saad, 2013), (Uddin, Luva and Hossain, 2012); (Sumanto and Herminingsih, 2016), (Paschal and Nizam, 2016)

H2: (Pamungkas, 2016), (Novitasari, 2016),

H3: (Suherman, 2010), (Astianto, 2014), (Nastiti, 2016), (Pamungkas, 2016), (Novitasari, 2016), (Sinambela, 2016), (Mamahit, 2016), (Annisa, 2017), (Kotteeswari and Sharief, 2014), (Olaniyi,

2013), (Anissa, 2017).

H4: (Astianto, 2014), (Armiaty and Arifin, 2012), (Uddin, Luva and Hossain, 2012), (Paschal and Nizam, 2016)

METHODS OF RESEARCH

This study was conducted at PT. Adira Dinamika Multi Finance. We used quantitative research design to achieve our goal in the project. Participants in the study were all employees of the company that comprises 78 persons, including male and female. We conducted interview with the leaders and with 10 of the employees of the company, aged from 26 to 35 years old, who were chosen randomly. Additionally, we distributed questionnaires to collect the information of the culture of organization and its impact the performance of the employees. The data obtained were then analyzed descriptively and inferentially.

RESULTS AND DISCUSSION

Validity Test

At the post section of data validation based on all items of the statement on each indicator, organizational culture, performance and work stress were valid because they have correlation coefficient >0,30 and t-test significant is at level 0,05.

Reliability Test

The results of reliability test are shown in Table 5.5. These results show that the Cronbach Alpha value of each construct is >0.60. It means that the reliability of all research variables is categorized well-accepted.

Descriptive Analysis

Descriptive analysis was conducted to know the description of each variable by seeing from the distribution frequency of respondents' answers to the statement of variables studied for the interpretation of respondents' assessment.

Organizational Cultural

The average score for the organizational culture is 3.88; the highest average score of the organizational culture is 4.33; the custom indicator that is 4.00; the value system indicator is 3.85; the confidence indicator is 3,78; attitude and behavioral indicator is 3.76; indicator of norms is 3.74; and social value indicator is 3.68.

Work Stress

The average score for the work stress is 3.82 where the highest average score of the organizational culture of the information system is 3.97; average score of indicator of readiness to carry out the task is 3.90; average score of equipment indicator to support the work is 3.86; the average score of indicator of work load is 3.83; average score of the indicator employees finishing the work on time is 3.79; average score of supervisory indicator is 3.77; average score of targeted employment indicators and cooperation with colleagues is respectively 3.72.

Performance

The average score for the organizational culture variable is 4.10 where the highest average score of the performance is work commitment that is of 4.33; the punctuality indicator is 4.28; the workload indicator is 4.26; the indicator of craft and cooperation is 4.01; and work quality indicator is 3.73.

Inferential Analysis

Evaluation of Measurement Model (Measurement Model/Outer Model)

Convergent Validity

An indicator is said to be valid if the outer loading coefficient is between 0.60 to 0.70 but for theoretical analysis it is not clear so outer loading of 0.50 is recommended (Lathan and Ghazali, 2012: 78), and significant alpha at level 0.05 or t-statistics 1.96. Because there are some indicators that outer loading value is <0,50, original sample value (O), model reconstruction is done by issuing the indicators. Calculation result after reconstruction is: organizational culture indicator (X1.1), organizational culture indicator (X1.7), work stress indicator (X2.3), work stress indicator (X2.7), performance indicator (Y2) and performance indicator (Y5). The entire outer loading value of the reconstruction result has fulfilled the valid requirement that is with index outer loading value > 0.50.

Table 1
Value of Outer Loading Estimated Model Result after Reconstruction

| INDICATOR<-CONSTRUCT | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | Standard Error (STERR) | T Statistics (O/STERR) |
|--------------------------------|---------------------|-----------------|----------------------------|------------------------|------------------------|
| X1.1 <- ORGANIZATIONAL CULTURE | 0,91 | 0,88 | 0,11 | 0,11 | 8,07 |
| X1.7 <- ORGANIZATIONAL CULTURE | 0,56 | 0,50 | 0,28 | 0,28 | 2,00 |
| X2.3 <- WORK STRESS | 0,78 | 0,78 | 0,10 | 0,10 | 7,89 |
| X2.7 <- WORK STRESS | 0,76 | 0,74 | 0,15 | 0,15 | 4,89 |
| Y2 <- PERFORMANCE | 0,55 | 0,50 | 0,26 | 0,26 | 2,12 |
| Y5 <- PERFORMANCE | 0,93 | 0,91 | 0,12 | 0,12 | 7,47 |

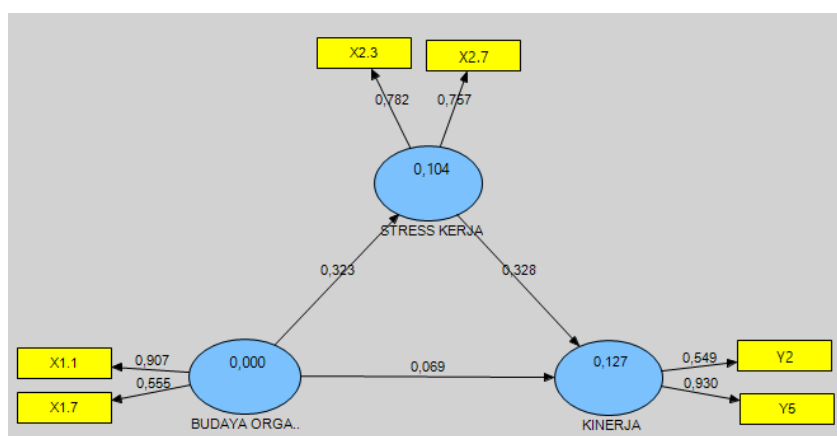


Figure. 2
Outer Loading and Path Analysis of Estimated Results after Reconstruction

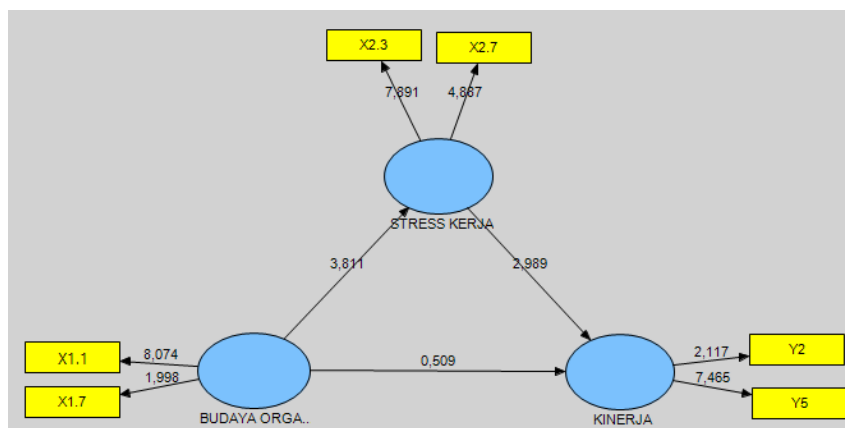


Figure. 3
Boothstrapping after Reconstruction (Statistic test)

Discriminat Validity

Measurement of the validity of the indicators that make up the latent variables can also be done through discriminant validity. Discriminant validity can be done by comparing the AVE Root coefficient ($\sqrt{\text{AVE}}$ or Square root Average Variance Extracted) of each variable with the correlation value between the variables in the model. A variable is said to be valid if the root AVE ($\sqrt{\text{AVE}}$ or Square root Average Variance Extracted) of each construct is greater than the correlation value between the constructs (Lathan and Ghozali, 2012: 78-79), and each AVE value is greater than 0.50. The value of each construct $\sqrt{\text{AVE}}$ ranging from 0.75 to 0.77 is greater than the correlation value between constructs of magnitude ranging from 0.18 to 0.35, and the AVE value of each construct is > 0.50 (i.e. ranges between 0.57 up to 0.59) so it is eligibly valid based on discriminant validity criteria.

Composite Reliabilitas and Cronbach Alpha

A measurement can be said to be reliable if the composite reliability and cronbach alpha has a value greater than 0.70. Composite reliability and Cronbach alpha is a measure of reliability between the indicator blocks in the research model. The value of composite reliability of each construct has shown a value greater than 0.70 so it meets the reliable requirements based on the composite reliability criteria. Meanwhile, the value of Cronbach Alpha also shows the value of each construct is lower than 0.70, so by this criterion it does not meet the requirements of construct reliability.

Evaluation of Structural Model (Structural Model/Inner Model)

The structural model evaluation (Inner

Model) is a measure to evaluate the level of accuracy of a model in the overall study, formed through several variables along with its indicators.

Structural Model Evaluation through R-Square (R2)

R-Square (R2) indicates the weakness of the effect caused by the dependent variable on the independent variable. R-Square (R2) can also indicate the weakness of a research model. According to Chin (Lathan and Ghozali, 2012: 85), the R-Square (R2) of 0.67 is a strong model, R-Square (R2) of 0.33 is moderate, and R-Square (R2) of 0,19 is a weak model. In other words, the variation of organizational culture and stress is able to explain the variation of performance by 13 percent; the remaining 87 percent is explained by variation of other variables beyond the model analyzed.

Structural Model Evaluation through Q-Square Predictive Relevance (Q2)

Q-Square Predictive Relevance (Q2) is a measure to identify how well the observation performed gives results to the research model. The Q-Square Predictive Relevance (Q2) value ranges from 0 to 1. The nearer Q value of Q-Square Predictive Relevance (Q2) gives the indication that the research model is getting worse. The value of Q-Square is $= 1 - (1 - R12) (1 - R22) = 1 - (1 - 0.13) (1 - 0.10) = 1 - 0.78 = 0.22$. Based on this result the estimation model is included in the moderate criteria to quarves, meaning that 22 percent of the endogenous variation of the constructs can be predicted by exogenous variations.

Structural Model Evaluation through Goodness of Fit (GoF)

Goodness of Fit (GoF) is a measure of overall model accuracy (global) as it is considered a single measurement of outer

model measurements and inner model measurements. The measurement value based on Goodness of Fit (GoF) has a range of values between 0 to 1. The value of Goodness of Fit (GoF) is getting closer to 0, indicating the DEFICIENT THE model, the closer the 0

to 1, then the better the model. The strong criteria for weakness of the model based on the measurement of Goodness of Fit (GoF) according to Lathan and Ghozali (2012: 88), are 0.36 (GoF large), 0.25 (GoF medium), and 0.10 (GoF small).

Table 2
Path Analysis and Statistics Test

| INDICATOR | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | Standard Error (STERR) | T Statistics (O/STERR) | Criteria |
|---------------------------------------|---------------------|-----------------|----------------------------|------------------------|--------------------------|-----------------|
| ORGANIZATIONAL CULTURE -> PERFORMANCE | 0,07 | 0,06 | 0,14 | 0,14 | 0,51 | Not significant |
| ORGANIZATIONAL CULTURE-> WORK STRESS | 0,32 | 0,35 | 0,08 | 0,08 | 3,81 | Significant |
| WORK STRESS -> PERFORMANCE | 0,33 | 0,35 | 0,11 | 0,11 | 2,99 | Significant |

Table 2 shows that:

Organizational culture has a positive effect on performance with 0.07 average but the relationship is not significant at the 0.05 level because the value of t-Statistic is smaller than 1.96 that is 0,51. Organizational culture has a positive effect on stress with 0.32, and the relationship is significant with t-value with 3.81 and is greater than t-table that is equal to 1.96. Stress has a positive effect with 0.33 on performance, and the relationship is significant with a t-value with 2.99 and is greater than the t-table value that is 1.96

Influence of mediation analyzed includes direct and indirect effect analysis. Analysis in this study carried on using examination method. The method of examination was done through two types of analysis, namely by involving the mediation and without involving the mediation. The method of examining the mediation variables with the coefficient difference approach is done by: (a) examining the direct influence of the Independent Variable on Dependent Variable in the model

by involving the mediation variables; (b) checking the influence of Independent Variable on Dependent Variable on the model without involving the mediation variable; (c) examining the influence of the Independent Variable on Mediation Variable; and (d) examining the effect of the Mediation variable on the Dependent variable. If (c) and (d) are significant, and (a) are not significant, then customers' satisfaction is said to be a complete mediation variable. If (c) and (d) are significant and (a) are also significant, where the coefficient of (a) is smaller than that of (b) then customers' satisfaction is said to be a partial mediation variable. If (c) and (d) are significant and (a) are also significant, where the coefficient of (a) is almost equal to that of (b) then customers' satisfaction is not said to as a mediating variable. If either (c) or (d) or both are not significant then it is said not to be as a mediating variable (Solimun, 2011; Hair et al., 2010). Based on the calculation, the role of mediation commitment test can be seen through Fig. 5

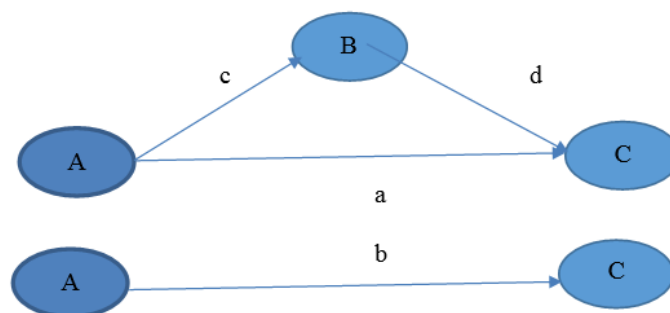


Figure. 4
The Role of Mediation Theoretically

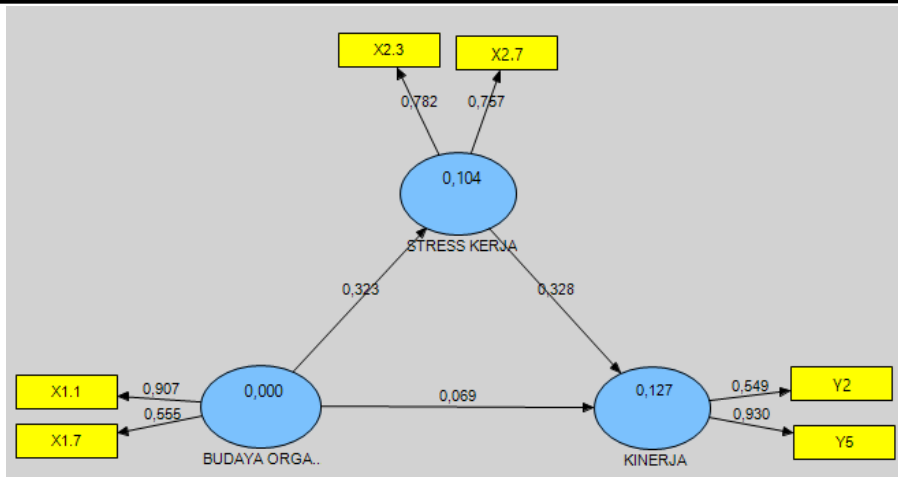


Figure. 5
The Role of Work Stress Mediation on Organizational Culture on Employee Performance (Indirect Effect)

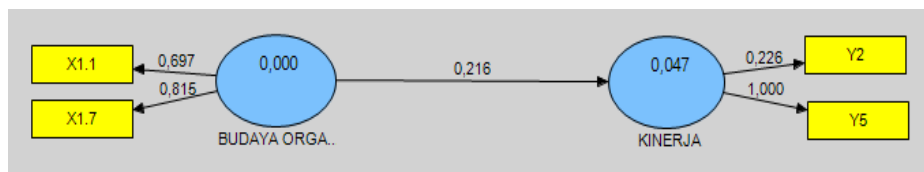


Figure. 6
Relationship of Organization Culture to Employee Performance (Direct Effect)

Based on Figure 6 and it turns out that stress is a perfect mediation between organizational culture on employee performance, because the direct relationship of organizational culture to performance is not significant, whereas indirect relationship shows that the relationship of organizational culture to stress and stress on employee performance is significant.

DISCUSSION

The Influence of Organizational Culture on Employee Performance at PT. Adira Dinamika Multi Finance in Denpasar

Based on the results of tests on the influence of organizational culture on performance, organizational culture has a positive and insignificant effect on performance. These results imply that the stronger the organizational culture, the significant the employee performance to increase. In terms of organizational culture indicators, there are 2 indicators that score below the average of habits as employees and activities that are both routine (good) and philosophy that guides the determination of organizational policy (very good). Thus, the hypothesis in this study which states that organizational culture has a positive and significant impact on employee performance at

PT. Adira Dinamika Multi Finance in Denpasar is not proven.

This result is inconsistent with the statement made by Stephen Robbin (1994) stating that cultural influences on encouraging the formation of performance management are very often discussed primarily by managers in various companies. From the various literatures, it is explained that if an organization implements a strong culture, it will encourage an increase in effectiveness in the organization. The results of this assessment are also not in line with results of other researches conducted by other researchers (Suherman's research, 2010, Pamungkas, 2016), (Ramadhani, 2009), (Armiaty and Arifin, 2012), (Sulastri, Ghalib and Taharuddin, 2017), (Awad and Saad, 2013) and (Uddin, Luva and Hossian, 2012), finding that organizational culture has a positive and significant effect on employee performance.

The Influence of Organizational Culture against Employee Stress of PT. Adira Dinamika Multi Finance in Denpasar

Based on the testing results on the influence of organizational culture on work stress, organizational culture has a positive and significant effect on work stress. This result gives meaning that if organizational culture

increases in number and quality, the work stress of employees also increases significantly. In terms of organizational culture indicators, there are 4 indicators that score above average in the workplace that is available adequate information system, such as internet and office telephones (good); employees must always be ready in carrying out tasks or jobs (good), equipment provided in the company can support the job (good) and they feel a heavy work load (good). Thus, the hypothesis in this study which states that organizational culture has a positive and significant effect on job stress at PT. Adira Dinamika Multi Finance in Denpasar is proved.

These results are in accordance with the statement put forward by Robbins and Judge (in Taurisa and Ratnawati, 2012), that employees' thinking about organizational culture is very positive, and hence the employees at their work will feel satisfied. In contrast, if the employee thought on the organizational culture is negative, they will feel dissatisfied at work. Members of every organization who strongly practice out the organizational culture will have a high commitment, and vice versa. A member who feels that the culture of his or her organization does not support is likely to suppress and this will cause problems for him/her. Pressures can be stressful. The condition of members who are experiencing stress will be less good for the organization. When an employee is experiencing excessive stress will definitely have a negative impact on his work. The results of this assessment are also in line with research of Pamungkas (2016) and Novitasari (2016) discovering that organizational culture positively affects the employee work stress.

The Influence of Work Stress towards Performance of PT. Adira Dinamika Multi Finance's Employees in Denpasar

Based on the testing results on the effect of work stress on performance, work stress has a positive and significant effect on performance. This result represents that if increasing of work stress increases, the employees' performance significantly increases too. In terms of organizational culture indicators, there are 3 indicators that score above the average of my workload in accordance with my current position with the results of work that is maximal (very good); I always deliver work on time (very good) and I have a commitment work for the company (very good). Thus' the hypothesis in this study which states that the work stresses have a

positive and significant effect on the performance at PT. Adira Dinamika Multi Finance in Denpasar is proved.

This result is in accordance with the statement put forward by Rivai (2013) too much stress can threaten a person's ability to face the environment. As a result, employees develop a variety of stress symptoms that can interfere with their work. People who get stress can be nervous and feel chronic fear. They often become irritable and aggressive, unable to relax, or show uncooperative attitudes. The results of this assessment are also in line with a number of previous researches result (Suherman, 2010), (Astianto, 2014), (Nastiti, 2016), (Pamungkas, 2016), (Novitasari, 2016), (Sinambela, 2016), (Mamahit, 2016), (Annisa, 2017), (M. Kotteswari and Sharief, 2014), (Olaniyi, 2013) and (Anissa, 2017) showing that work stress has a positive and significant effect on employee performance.

Role of Work Stress in Mediating the Influence of Organizational Culture on Performance Employee of PT. Adira Dinamika Multi Finance in Denpasar

Based on the results of testing on the role of work stress in mediating the influence of organizational culture on performance, work stress is a perfect mediation between organizational culture on performance, because the direct relationship of organizational culture to performance is not significant, while indirect relationship indicates that the organizational culture relationship to stress and relationship of stress to performance are significant. This is in line with assessment measured by previous researches (Astianto, 2014), (Armiaty and Arifin, 2012), (Uddin, Luva and Hossain (2012), and (Paschal and Nizam, 2016) signifying that work stress plays a role in mediating the influence of organizational culture on employee performance. Despite the positive impacts it is always strived to minimize organizational culture and work stress in the company by holding activities that can support cooperation between employees. It is expected to create a harmonious relationship between employees who can provide a pleasant work atmosphere and ultimately will further support the improvement of employee performance in the company.

Research Implications

The implications of this research can be applied theoretically or practically as follows:

Theoretical implications

This research is expected to provide a deeper understanding of all research related to organizational culture, work stress, and employee performance so that later they can be used and practiced in the field or work places.

Practical Implications

The results of this study are expected to provide input for employees and companies' management. Ethis is especially organizational culture that has a significant and positive effect on performance. Organizational culture should be maintained and further enhanced by values, beliefs and attitudes that can encourage members of the organization to engage in achieving organizational goals together in a single unit, so that the organization is able to achieve sales growth, high return on capital, profit, quality and customers' satisfaction.

Limitations of Research

This research has some limitations. Method of filling the questionnaire in the form of self-administered survey that gives the respondents to fill out the questionnaire itself allows respondents to experience mistakes in perceiving the statements contained in the questionnaire, so it may cause the respondent's answer is not in accordance with what is expected.

For the next researchers, it is expected to add research variables that may affect the stress and performance of employees at PT. Adira Dinamika Multi Finance in Denpasar. With this diversity, it is expected to obtain results that can be generalized in a broader scope.

CONCLUSION

Based on the description of data and research results, several conclusions are drawn. Organizational culture has a positive effect but is not significant to the performance of PT. Adira Dinamika Multi Finance's employees in Denpasar. This result denotes that although the organization culture is getting stronger, the improvement of employee performance is not significant. Organizational culture has a positive and significant impact on work stress of PT. Adira Dinamika Multi Finance's employees in Denpasar. This result implies that the stronger the organizational culture, significantly the work stress increases. Work stress has a positive and significant impact on employee performance at PT. Adira Dinamika Multi Finance in Denpasar. This means that the higher the work stress, the significant the performance of employees increases. Work stress is a perfect mediation

between organizational culture and employee performance at PT. Adira Dinamika Multi Finance in Denpasar. This means that work stress is able to mediate perfectly between organizational culture and employee performance.

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