

## **THE INFLUENCE OF WORK STRESS AND ORGANIZATIONAL CULTURE ON EMPLOYEES' PERFORMANCE OF TPUSDALOPS PB AND TRC BPBD DIY WITH ORGANIZATIONAL COMMITMENT AS A MEDIATION VARIABLE**

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**Abstract:** Performance is very important for an organization to achieve its goals, whether in a government agency or private company. Employee performance is the work result that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities in realizing the goals, objectives, vision and mission of the organization. This research aims to determine the effect of work stress (X1) and organizational culture (X2) as the independent variables, organizational commitment (Z) as the intervening variable and performance (Y) as the dependent variable. In this research, sampling is carried out using a saturated sampling technique with a total of 60 respondents of Pusdalops PB and TRC BPBD DIY employees. The research uses quantitative methods, research data analysis uses SEM-PLS which is processed using the Smart PLS 4.0 application. The research results show that 1) Work stress does not have a direct negative and significant effect on employee performance. 2) Organizational culture does not have a direct positive and significant effect on employee performance. 3) Mediation of organizational commitment on work stress has a positive and significant influence on employee performance. 4) Mediation of organizational commitment to organizational culture has a positive and significant influence on the performance of Pusdalops PB and TRC BPBD DIY employees. This research results supports those conducted by Andwi Adnan Firmansyah (2022), Yuyuk Liana (2020), Miftakhul Huda (2019), Noor Riefma Hidayah (2019), Tiara Putri Usmany (2019), Yuyuk Liana (2020), but this research does not support those of Rai Agus Adi Wiratama (2022), Agung Harsanto Eko Siswoyo (2020), Achmad Luthfi Purnomo (2019), Tri Wantono (2017), and Amelia Rahma (2015).

**Keywords:** *Work Stress, Organizational Culture, Organizational Commitment, Performance.*

**Abstrak:** Kinerja merupakan hal yang sangat penting bagi suatu organisasi untuk mencapai tujuannya, baik pada instansi pemerintah maupun perusahaan swasta. Kinerja pegawai merupakan hasil kerja yang dapat dicapai oleh seseorang atau sekelompok orang dalam suatu organisasi, sesuai dengan wewenang dan tanggung jawabnya masing-masing dalam mewujudkan tujuan, sasaran, visi dan misi organisasi. Penelitian ini bertujuan untuk mengetahui pengaruh stres kerja (X1) dan budaya organisasi (X2) sebagai variabel independen, komitmen organisasi (Z) sebagai variabel intervening dan kinerja (Y)

sebagai variabel dependen. Dalam penelitian ini pengambilan sampel dilakukan dengan teknik sampling jenuh dengan jumlah responden karyawan Pusdalops PB dan TRC BPBD DIY sebanyak 60 orang. Penelitian menggunakan metode kuantitatif, analisis data penelitian menggunakan SEM-PLS yang diolah menggunakan aplikasi Smart PLS 4.0. Hasil penelitian menunjukkan bahwa 1) Stres kerja tidak berpengaruh langsung negatif dan signifikan terhadap kinerja karyawan. 2) Budaya organisasi tidak berpengaruh langsung positif dan signifikan terhadap kinerja pegawai. 3) Mediasi komitmen organisasi terhadap stres kerja mempunyai pengaruh positif dan signifikan terhadap kinerja pegawai. 4) Mediasi komitmen organisasi terhadap budaya organisasi mempunyai pengaruh positif dan signifikan terhadap kinerja pegawai Pusdalops PB dan TRC BPBD DIY. Hasil penelitian ini mendukung yang dilakukan oleh Andwi Adnan Firmansyah (2022), Yuyuk Liana (2020), Miftakhul Huda (2019), Noor Riefma Hidayah (2019), Tiara Putri Usmany (2019), Yuyuk Liana (2020), namun penelitian ini tidak mendukung penelitian tersebut. tidak mendukung Rai Agus Adi Wiratama (2022), Agung Harsanto Eko Siswoyo (2020), Achmad Luthfi Purnomo (2019), Tri Wantono (2017), dan Amelia Rahma (2015).

**Kata Kunci: Stres Kerja, Budaya Organisasi, Komitmen Organisasi, Kinerja.**

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## INTRODUCTION

Based on geographical, geological, hydrological and demographic conditions, DIY region has conditions that allow disasters to occur which can be caused by natural factors, non-natural factors or human factors which cause human casualties, environmental damage, property loss, and psychology impacts which in certain circumstances can hinder the development. Considering the complexity of disaster problems, a comprehensive disaster management system is needed supported by strong institutions so that the disasters can be handled in a directed and integrated manner. Yogyakarta Special Region Government has made Yogyakarta Special Region Regional Regulation Number 13 of 2015 concerning Amendments to Yogyakarta Special Region Province Regional Regulation No. 8 of 2010 concerning the Disaster Management. Meanwhile, the regional organizations apparatus who have main tasks and main functions in disaster management in DIY are regulated in the Yogyakarta Special Region Regulation Number 1 of 2018 concerning Regional Government Institutions of Yogyakarta Special Region and Yogyakarta Special Region Governor Regulation Number 135 of 2021 concerning Position, Structure Organization, Functional Duties, and Work Procedures of Yogyakarta Special Region Regional Disaster Management Agency.

Pusdalops PB is the Disaster Management Operations Control Center and TRC is DIY BPBD Rapid Reaction Team. Pusdalops PB and TRC BPBD DIY are under the Head of the Emergency Management Division at the Regional Disaster Management Agency (BPBD) DIY which is at the forefront of handling incidents and disasters in DIY. Pusdalops PB and TRC BPBD DIY do not recognize holidays, both national holidays and Sundays; they still come to work because natural disasters can occur at any time, they are on duty for 24 hours per day divided into 3 work shifts.

## **LITERATURE REVIEW**

### **Employee Performance**

According to Rivai and Sagala (2009:548), performance is the real behavior displayed by each person as his work achievement in accordance with his role in the company. Employee performance is very important in the company's efforts to achieve its goals. Winardi (2004:84) explains that performance is the embodiment and result of someone's work or work. Performance here shows the work results that someone has achieved in the organization. To determine whether an employee has a good performance or not, one can look at the results he achieves after his work is completed. If an employee's work results are unsatisfactory, it means that his performance is still low. On the other hand, if he produces good work results, he tends to be said to be a high performer.

### **Job Stress**

In general, stress is often defined as an unpleasant tense condition because a person subjectively feels that something is weighing him down. Stress is something that concerns the interaction between the individual and the environment, namely the interaction between response stimulation. Thus, it can be said that stress is a consequence of every action and environmental situation that places psychological and physical demands on a person. Meanwhile, according to Robbins and Judge (2018: 429), work stress is a dynamic condition where an individual is faced with opportunities, demands or resources that are related to what the individual desires and the results of which are seen as uncertain and important.

### **Organizational Culture**

Within government agencies, it is known that there is a work culture of state officials. In accordance with the Decree of the Minister for Administrative Reform Number 25/KEP/M.PAN/04/2002 dated 25 April 2002, as a culture, the work culture of the state apparatus can be recognized in the form of the values contained, institutions or work systems, and attitudes. and the behavior of the HR apparatus who implement it. Thus, the work culture of state officials in this decision is defined as the attitudes and behavior of individuals and groups of state officials which are based on values that are believed to be true and have become traits and habits in carrying out daily tasks and work. It is hoped that the work culture of state officials will be beneficial for individual state officials and their work units, where individually they get the opportunities to play a role, achieve and self-actualize, while in groups they can improve the quality of collective performance (Nurjanah, 2008: 21). According to Robbins (2003), organizational culture is a shared perception held by members of an organization as a system that is interpreted together.

### **Organizational Commitment**

Mowday and Potter in Bourantas and Papalexandris, (2003: 239) define organizational commitment as the relative strength in identifying one's involvement with the organization. Meanwhile, Allen & Meyer (1990) formulate organizational commitment as a psychological construct which is a characteristic of a member's relationship with his organization, and has implications for the decision to continue his membership in the organization. Organizational commitment is differentiated based on three indicators, namely affective component, normative component and continuance component.

The phenomenon of performance of Pusdalops PB DIY and TRC BPBD DIY employees that is currently occurring is that their performance enthusiasm is decreasing, indicated by a decrease of speed in the work performance, reports analysis and presents to the leadership. Meanwhile, Pusdalops PB DIY and TRC BPBD are required to be speedy in making reports and recommendations to the leadership to make decisions and policies in handling incidents and disasters in DIY. This decline in performance can also

be seen from the employee attendance not being on time according to the established working hours. This phenomenon occurring is an indication of symptoms of stress experienced by employees due to the work pressure of works which must be done immediately when a disaster occurs.

According to Taufik Wibisono (2018), most employees who are able to manage and handle work stress well have a high commitment to the organization. Employee performance is classified as good if the work stress and strong organizational commitment can improve the employee performance. Work stress and organizational commitment have an influence on improving the employee performance. Research conducted by Andwi Adnan Firmansyah (2022) states that work stress has a positive but not significant influence on the employee performance and the organizational culture moderation to the work stress has a significant influence on the employee performance.

Meanwhile, research by Amelia, et al (2015) states that work stress has a negative and significant effect on organizational commitment, and work stress has a negative and significant effect on employee performance. According to Wiratama, et al (2022), organizational culture and organizational commitment have a positive and significant influence on the employee performance. Work stress has a negative and significant influence on the employee performance. Jalaludin, et al (2022) state that organizational culture, extrinsic motivation, and work environment simultaneously influence the employee performance and organizational culture, extrinsic motivation and work environment simultaneously influence the performance.

Based on the phenomena that occur and on the differences in the results of previous researches that have been carried out, the researcher is interested in conducting another research on the relationship between work stress, organizational culture, organizational commitment and employee performance. This research is considered important to explore the relationship between organizational culture, work stress, and organizational commitment and their impact on the employee performance.

## **Hypothesis**

According to Kerlinger (2004), a research hypothesis is a conjectural statement about the influence between two or more variables. Based on the description above, the research hypothesis is formulated as follows:

- a. Work stress directly has a negative and significant effect on the performance of Pusdalops PB and DIY BPBD Rapid Response Team (TRC) employee (H1).
- b. Organizational culture directly has a positive and significant effect on the performance of Pusdalops PB and DIY BPBD Rapid Response Team (TRC) employee (H2)
- c. Organizational commitment indirectly mediates the positive and significant influence of work stress on the performance of PB Pusdalops PB and DIY BPBD Rapid Response Team (TRC) employee (H3)
- d. Organizational commitment indirectly mediates the positive and significant influence of Organizational Culture on the Performance of PB Pusdalops PB and DIY BPBD Rapid Reaction Team (TRC) Employee (H4).

## **RESEARCH METHODS**

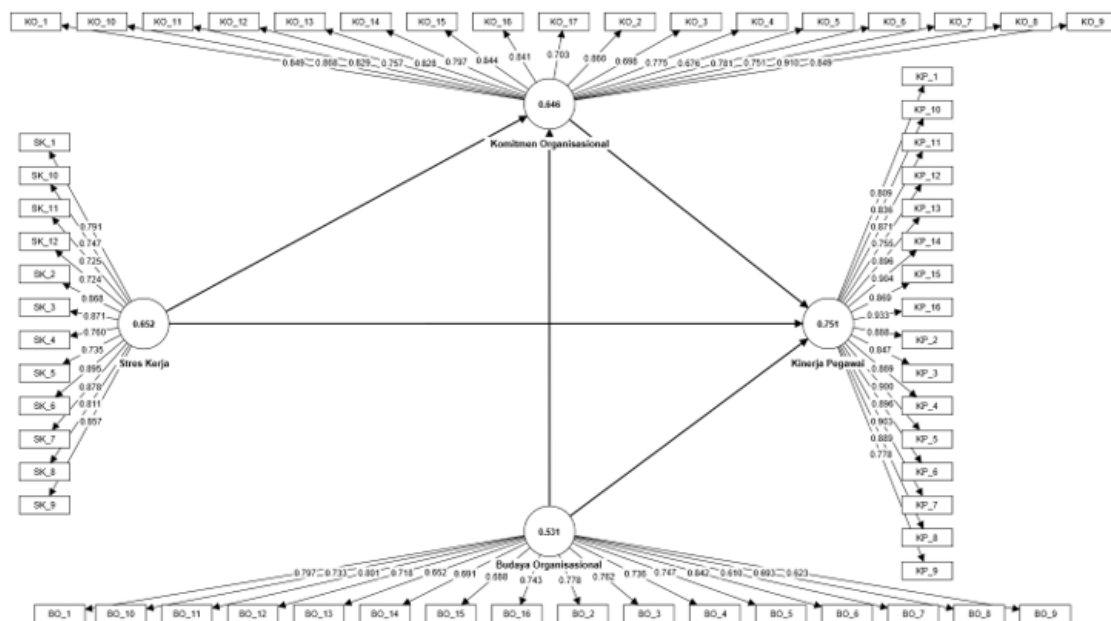
This research uses a quantitative research design which is a series of research methods carried out by explaining phenomena occurred through its objective, systematic measurement aspects and relationships. The research approach used is an associative research approach. The associative approach aims to reveal the influence or relationship between two or more variables (Cooper & Schindler, 2019). In this study, the population is 60 employees of the PB Pusdalops PB and the DIY BPBD Rapid Reaction Team (TRC) with saturated sampling, or all employees are used as respondents. The questionnaire uses a Likert scale of 5 responses with the answer of strongly agree for a score of 5, agree for 4, quite agree for 3, disagree for 2, and strongly disagree for 1. In this research, the data analysis method used is structural equation modeling (SEM) analysis using SmartPLS 4.0 software.

## **RESULTS AND DISCUSSION**

Modeling analysis of the Influence of Work Stress and Organizational Culture on Employees Performance of Pusdalops PB and TRC BPBD DIY with Organizational

Commitment as a Mediating Variable using the SmartPLS version 4 approach, is carried out using two analysis procedures; in the first stage, an assessment is carried out of the suitability of the instrument indicators used as a measurement of latent variables. Each latent variable is measured and explained by the measurement indicators that meet the criteria of validity and reliability. The measurement model in structural equation modeling uses the SmartPLS approach using the term outer model. The function of the measurement model is to define the relationship between each block of indicators and its latent variables. The measurement model is evaluated based on the convergent validity of its indicators and the composite reliability of its indicator blocks.

### Measurement Model



**Picture. 1 PLS Algorithm Test Results**

Outer Model Test Results

**Table 1. Cross Loading Factor**

	Organizational Culture	Employee Performance	Organizational Commitment	Work Stress

BO.1	<b>0.797</b>	0.254	0.344	-0.243
BO.10	<b>0.733</b>	0.274	0.478	-0.179
BO.11	<b>0.801</b>	0.280	0.469	-0.271
BO.12	<b>0.718</b>	0.272	0.338	-0.306
BO.13	<b>0.652</b>	0.162	0.321	-0.027
BO.14	<b>0.691</b>	0.063	0.352	-0.204
BO.15	<b>0.688</b>	0.177	0.428	-0.190
BO.16	<b>0.743</b>	0.276	0.610	-0.336
BO.2	<b>0.778</b>	0.299	0.415	-0.314
BO.3	<b>0.762</b>	0.261	0.324	-0.358
BO.4	<b>0.736</b>	0.125	0.349	-0.297
BO.5	<b>0.747</b>	0.293	0.492	-0.361
BO.6	<b>0.842</b>	0.283	0.495	-0.327
BO.7	<b>0.610</b>	0.176	0.335	-0.200
BO.8	<b>0.693</b>	0.220	0.325	-0.298
BO.9	<b>0.623</b>	-0.040	0.216	-0.028
KO.1	0.514	0.472	<b>0.849</b>	-0.691
KO.10	0.483	0.510	<b>0.868</b>	-0.483
KO.11	0.447	0.482	<b>0.829</b>	-0.448
KO.12	0.374	0.407	<b>0.757</b>	-0.431
KO.13	0.567	0.439	<b>0.828</b>	-0.504
KO.14	0.386	0.437	<b>0.797</b>	-0.493
KO.15	0.488	0.392	<b>0.844</b>	-0.467
KO.16	0.486	0.414	<b>0.841</b>	-0.472
KO.17	0.414	0.316	<b>0.703</b>	-0.301
KO.2	0.439	0.491	<b>0.860</b>	-0.521
KO.3	0.400	0.386	<b>0.698</b>	-0.229
KO.4	0.495	0.595	<b>0.775</b>	-0.286
KO.5	0.428	0.460	<b>0.676</b>	-0.387



KO.6	0.452	0.376	<b>0.781</b>	-0.452
KO.7	0.451	0.346	<b>0.751</b>	-0.407
KO.8	0.408	0.445	<b>0.910</b>	-0.454
KO.9	0.452	0.382	<b>0.849</b>	-0.453
KP.1	0.245	<b>0.809</b>	0.371	-0.016
KP.10	0.156	<b>0.836</b>	0.522	-0.224
KP.11	0.243	<b>0.871</b>	0.423	-0.162
KP.12	0.275	<b>0.755</b>	0.396	-0.088
KP.13	0.398	<b>0.896</b>	0.544	-0.286
KP.14	0.299	<b>0.904</b>	0.539	-0.240
KP.15	0.231	<b>0.869</b>	0.433	-0.150
KP.16	0.329	<b>0.933</b>	0.576	-0.210
KP.2	0.215	<b>0.888</b>	0.436	-0.119
KP.3	0.194	<b>0.847</b>	0.387	-0.094
KP.4	0.275	<b>0.869</b>	0.457	-0.193
KP.5	0.351	<b>0.900</b>	0.533	-0.231
KP.6	0.306	<b>0.896</b>	0.453	-0.152
KP.7	0.315	<b>0.903</b>	0.501	-0.192
KP.8	0.269	<b>0.889</b>	0.439	-0.203
KP.9	0.142	<b>0.778</b>	0.385	-0.186
SK.1	-0.242	-0.230	-0.407	<b>0.791</b>
SK.10	-0.171	-0.063	-0.437	<b>0.747</b>
SK.11	-0.059	-0.146	-0.425	<b>0.725</b>
SK.12	-0.295	-0.114	-0.416	<b>0.724</b>
SK.2	-0.254	-0.121	-0.447	<b>0.868</b>
SK.3	-0.419	-0.209	-0.509	<b>0.871</b>
SK.4	-0.341	-0.230	-0.449	<b>0.760</b>
SK.5	-0.218	-0.161	-0.394	<b>0.735</b>
SK.6	-0.412	-0.231	-0.513	<b>0.895</b>

SK.7	-0.357	-0.126	-0.446	<b>0.878</b>
SK.8	-0.310	-0.117	-0.475	<b>0.811</b>
SK.9	-0.309	-0.222	-0.468	<b>0.857</b>

*Source: Primary data processed using SmartPLS 3.2.9, 2024*

Table 1 shows that of the indicators tested, all of them are declared being valid because they have a general loading factor threshold of 0.5 or higher. The lowest loading indicator is BO.7 of 0.610, thus the results show that all indicators can be used in a model that produces a structural model like Figure

#### **Average Variance Extracted (AVE)**

**Table.2 Average Variance Extracted (AVE)**

<b>Variable</b>	<b>Criteria</b>	<b>AVE</b>
Work Stress	>0,5	0,652
Organizational Culture	>0,5	0,531
Organizational Commitment	>0,5	0,646
Employee Performance	>0,5	0,751

*Source: Primary data processed using SmartPLS 3.2.9, 2024*

Table 2 shows that the AVE value exceeds 0.5, so it can be concluded that each variable has adequate validity and can be used in further research.

**Table 3. Composite reliability**

<b>Variable</b>	<b>Criteria</b>	<b>AVE</b>
Work Stress	>0,7	0,947
Organizational Culture	>0,7	0,980
Organizational Commitment	>0,7	0,969
Employee Performance	>0,7	0,957

*Source: Primary data processed using SmartPLS 3.2.9, 2024*

Table 3 shows that the Composite Reliability value of each variable exceeds 0.7, so it can be concluded that each variable is declared reliable and can be used in further research.

### Reliability Test

**Table 4. Cronbach's Alpha**

Variable	Criteria	AVE
Work Stress	>0,7	0,954
Organizational Culture	>0,7	0,950
Organizational Commitment	>0,7	0,968
Employee Performance	>0,7	0,983

*Source: Primary data processed using SmartPLS 3.2.9, 2024*

Table 4 shows that the Cronbach's Alpha value for each variable exceeds 0.7, which indicates that each variable is considered reliable and worthy of use in further research.

### R Square (coefficient determinant)

**Table 5. R Square**

	<i>R Square</i>	<i>R Square Adjusted</i>
Organizational Commitment	0,465	0,446
Employee Performance	0,307	0,270

*Source: Primary data processed using SmartPLS 3.2.9, 2024*

Table 5 shows that the R-Square value of the organizational commitment variable is around 46.5% for work stress and organizational culture variables, while the remaining 53.5% is related to external variables or factors that are not examined in this research. Meanwhile, the employee performance variable is 30.7% indicating that work stress and organizational culture variables can explain 30.7% of the variation, while the remaining 69.3% is influenced by other variables or factors that are not examined in this research.

### Inner Model Test Results

The results of the Inner Model Test in this research are carried out to determine the existence of a causal relationship between the research variables stated in the hypothesis by looking at it from the path coefficient value as follows:

**Table 6. Results of Direct Effect Bootstrapping**

Path	Original Sample (O)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Notes
Work Stress $\square$ Employee Performance	0,143	0,154	0,926	0,354	rejected
Organizational Culture $\square$ Employee Performance	0,016	0,203	0,078	0,938	rejected

Source: Primary data processed using SmartPLS 3.2.9, 2024

**Table 7. Results of Indirect Effect Bootstrapping**

Path	Original Sample (O)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Notes
Work Stress $\square$ Organizational Commitment $\square$ Employee Performance	-0,249	0,073	3,429	0,001	accepted
Organizational Culture $\square$ Organizational Commitment $\square$ Employee Performance	0,257	0,107	2,146	0,016	accepted

Source: Primary data processed using SmartPLS 3.2.9, 2024

The decision making in PLS-SEM analysis is that the hypothesis is accepted if the (t-statistic) produced in the bootstrapping test is greater than the one tail t-table, namely 1.645 for a standard error of 5% or the resulting p value is smaller than 0.05. (Chin WW, 1998; Hair et al, 2016).

## DISCUSSION

The following is an explanation of the hypothesis testing results in this research:

### 1. The Effect of Work Stress on Employee Performance.

The testing results of work stress variable on employee performance is p-values of 0.354 ( $> 0.05$ ) and a t-statistic value of 0.926 ( $< 1.96$ ). Based on the results, it is known that work stress does not have a negative and significant influence on

employee performance directly. It supports the results of previous research conducted by Andwi Adnan Firmansyah (2022) which states that work stress directly had a positive but not significant effect on employee performance. Yet, it is contradicted with the research by Amelia Rahma, et al (2015) which states that work stress has a negative and significant effect on employee performance. Triwartono (2017) states that high employee work stress negatively affects the employee performance. Rai Agus Adi Wiratama, et al (2022) state that work stress has a negative and significant effect on the employee performance.

**2. The Influence of Organizational Culture on Employee Performance.**

The testing results of organizational culture variables on employee performance is p-values of 0.938 ( $> 0.05$ ) and t-statistic values of 0.078 ( $< 1.96$ ). Based on the results of this research, it is known that organizational culture does not directly have a positive and significant effect on employee performance. The result is in line with previous research conducted by Miftakhul Huda, et al (2019) which states that the influence of organizational culture on performance is not significant. Yet, it is contradicted with the research by Achmad Luthfi Purnomo (2019) which states that organizational culture has a positive effect on employee performance. Rai Agus Adi Wiratama, et al (2022) state that organizational culture and organizational commitment have a positive and significant influence on employee performance.

**3. Organizational Commitment Mediates the Effect of Work Stress on Employee Performance.**

The testing result of the influence of work stress variable on employee performance indirectly through organizational commitment is significant with p-values of 0.001 ( $< 0.05$ ) and a t-statistic value of 3.429 ( $> 1.96$ ). Based on the result, the third hypothesis can be accepted. It shows that organizational commitment is able to mediate the positive and significant influence of work stress on employee performance. It is in line with the reasearch conducted by Noor Riefma Hidayah (2019) who states that organizational commitment partially mediates the influence of job stress, leader member exchange, and perceived organizational support on employee performance. Yet, it is contradicted with the research result of Agung

Harsanto Eko Siswoyo, et al (2020) which states that organizational commitment is not a moderating variable on the effect of work stress on employee performance.

#### **4. Organizational Commitment Mediates the Influence of Organizational Culture on Employee Performance.**

The testing result of the influence of organizational culture variables on employee performance indirectly through organizational commitment is significant with p-values of 0.016 ( $<0.05$ ) and t-statistic values of 2.146 ( $>1.96$ ). Based on this research, it shows that organizational commitment is able to mediate the positive and significant influence of organizational culture on employee performance. This result is in line with those conducted by Achmad Luthfi Purnomo (2019) who states that there is an indirect influence of organizational culture on employee performance through organizational commitment as evidenced by the significance value of organizational culture on employee performance. Tiara Putri Usmany, et al (2016) state that the organizational culture variable (X) also has a positive effect on employee performance (Y2) through organizational commitment. Yuyuk Liana (2020) states that there is an indirect influence between organizational culture on employee performance through organizational commitment. Yet, it is contradicted with the research by Tiara Putri Usmany, et al (2016) which states that organizational culture has no significant positive effect on employee performance if organizational commitment is an intervening variable.

### **CONCLUSIONS AND RECOMMENDATIONS**

Based on the research results and discussion, several conclusions can be presented as follows:

1. Work stress does not have a direct negative and significant effect on the performance of Pusdalops PB and TRC BPBD DIY employees.
2. Organizational culture does not have a direct positive and significant effect on the performance of Pusdalops PB and TRC BPBD DIY employees.
3. Mediation of organizational commitment on work stress has a positive and significant influence on the performance of Pusdalops PB and TRC BPBD DIY employees.

4. Mediation of organizational commitment to organizational culture has a positive and significant influence on the performance of Pusdalops PB and TRC BPBD DIY employees.

Organizational culture does not have a direct significant effect on employee performance, but organizational culture has a significant effect on employee performance with organizational commitment as a moderating variable. Based on the research results, the lowest value is on the organizational culture variable, an indicator of results orientation, namely that this organization does not emphasize methods or processes in completing work. It is hoped that this agency can create Standard Operating Procedures (SOP) for each activity to improve the performance of Pusdalops PB and TRC BPBD DIY employees.

Based on this research, the highest score on the work stress variable, an indicator of physical symptoms, is that Pusdalops PB and TRC BPBD DIY employees feel tired easily. Thus, there needs to be a stress management such as the availability of sufficient water to drink, a room for rest and a place for employees to relax.

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