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Stress as Mediator of Organizational Culture and Learning Organizations on Work Achievement of PT Kazeto Putra Perkasa Employees

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Abstract: The Covid-19 pandemic has occurred almost all over the world and has become a new problem for all mankind, as well as Indonesia has been affected from the Covid-19 pandemic. The impact of the Covid-19 pandemic has had an impact on various sectors, especially on educational institutions. The Covid-19 pandemic situation puts a lot of pressure and new challenges in the world of education. This can cause instability for both employees from various aspects, one of which is the aspect of employee performance. Based on a number of literatures, work achievement is influenced by several other variables, namely; organizational culture, organizational learning and stress. This study uses a quantitative approach with Structural Equation Modeling (SEM) – SmartPLS. The subjects in this study were all employees of PT. Kazeto Putra Perkasa with 101 employees. The sampling technique used in this study is a saturated sample, where the entire population is used as the research sample. The practical implication of this research is that it is known how important work achievement is as a key indicator of success for both employees of PT. Kazeto Putra Perkasa as well as for companies, the importance of understanding stress from concept to application is mainly related to how to manage stress, as well as the implementation of organizational culture and learning organizations as a concept that affects work achievement with stress as a mediator.

Keyword: Stress, Organizational Culture, Learning Organization, Work Achievement, The Covid-19

INTRODUCTION

The Covid-19 pandemic that has occurred almost all over the world has become a new problem for all mankind. Since it was announced that COVID-19 has become a global epidemic or pandemic by the World Health Organization (WHO), all countries have been wary of the spread of the virus because of its very fast spread. Likewise in Indonesia, the impact of the Covid-19 pandemic has had an impact on various sectors, especially on educational

institutions. Educational institutions as a place where the educational process takes place to change individual behavior for the better through social interaction with the surrounding environment. Workers in the world of education have an important role in the continuity of teaching and learning activities (KBM) in order to build the future quality of the nation's children. Moreover, workers in the education sector have had a negative impact due to the pandemic and caused obstacles, especially in the distance learning process (PJJ). Employees in the education sector have an important role in carrying out the teaching and learning process, whether under normal conditions or during the Covid-19 pandemic. But of course, in the Covid-19 pandemic, it presents new challenges for the education sector, especially teachers as the main role that plays an active role in the distance learning process.

The pandemic situation demands a change in work culture that makes employees need to adapt to support work achievement and increase the value of the goals of the company/educational institution itself. This is certainly not easy for employees in dealing with various pressures, changes in habits, and conditions of the work environment in the midst of this pandemic. PT. KPP has a vision "To become a quality, child-friendly educational institution, and to develop children's potential by providing creative and fun educational programs". With the vision owned by PT. KPP is certainly an immunization or encouragement for employees to keep trying to standardize the teaching system in a flexible and fun way to achieve the goals and expectations of the success of teachers and students.

The following is a survey data conducted by KPAI (Indonesian Child Protection Commission), that 20.1% of respondents stated that there was interaction in the teaching and learning process, but as many as 79.9% of respondents stated that there was no interaction at all except giving assignments and submitting assignments, without any learning interactions such as question and answer. directly or the teacher's activity explains the material. Based on the survey data above, it is evidence that there are problems in the education sector and if they are not taken care of, they will cause ongoing problems and PT. Kazeto Putra Perkasa is one of the companies that provides distance learning services and is one of those affected by the Covid-19 pandemic, so in this case researchers are interested in conducting research at PT. KPP.

Work achievement itself is an interaction between individual personalities that are brought into the work system of the organization. Manurung (2015) explains that work achievement is essentially multidimensional, where there is no single criterion that can describe individual work achievement in an organization in a complex, precise, and complete manner. Furthermore, Manurung (2015) emphasizes that there are 3 (three) aspects of work achievement, namely: (1) character aspects, (2) behavioral aspects, and (3) managerial aspects. Based on a number of literatures, it was found that there are variables that have an influence on work achievement, including; organizational culture, learning organization, & stress. Cohen (1997) explains stress is when individuals feel environmental demands are more than their capacity so that psychological and biological changes that affect a person at risk of disease. Cohen 1997 (in Suryani, 2015) describes 2 dimensions of stress, namely; perceived control and perceived distress. In these two dimensions it is explained that stress does not only cause negative behavior but there is also stress (pressure) that causes positive behavior, where when pressure comes to a person it actually makes him more excited and enthusiastic about himself, increasing enthusiasm, creativity, motivation, and physical activity. occurs when we need motivation and inspiration, this condition is included in the dimension of perceived control. While the pressure that leads to negative conditions is included in the dimension of perceived distress. With the above statement, it is stated that stress can cause 2 different conditions for the behavior that is caused. This affects the work achievement factor where with different conditions it will produce different results.

In addition, work achievement is also influenced by organizational culture. A good organizational culture is able to give positive things to employee performance. Organizational culture encourages employees to align both behavioral norms, assumptions, and beliefs in an organization. Furthermore, according to Edison 2016 (in Fajari & Hakim, 2021) organizational culture is the result of a process of diluting and melding the cultural style and or behavior of each individual that was brought before into a new norm and philosophy, which has energy and pride in the group. face something and a certain goal. Reinforced by the results of previous research conducted by Wutsqo, Efendi and Ferdiyawati (2019), it shows that organizational culture has a significant effect on employee performance at PT. Kazeto the Mighty Son. Thus the organizational culture created to build internal integrity is good so that it can improve employee performance.

Furthermore, work achievement is supported by the encouragement of the ability to continue to learn both individually within employees or together to achieve the desired goals, this variable is the learning organization. Senge (2006) defines learning organizations as follows; an organization in which people continue to expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are fostered, where collective aspirations are set free, and where collective aspirations are liberated, and where people are continually learning how to learn together.

METHOD

Researchers used this research design with a quantitative approach with Structural Equation Modeling (SEM) analysis techniques. The statistical verification analysis method in this study was carried out using the Structural Equation Modeling (SEM) method with the help of Smart PLS 3.0 software. The population and sample in this research are employees of PT. Kazeto the Mighty Son, totaling 101 people.

RESULTS AND DISCUSSION

Results

Based on measurement model testing, it is obtained that the organizational culture variable on this scale has loading factor which is above 0.5, and has a construct reliability coefficient of 0.935, the learning organization gets a construct reliability value of 0.987, on the stress variable it has a construct reliability coefficient of 0.987. 0.931, and the work achievement variable has a construct reliability coefficient of 0.988, where the results of the four variables above find a coefficient that is above the recommended coefficient of 0.7. Likewise, the extracted variance of 0.510 is above the recommended coefficient of 0.5. Thus this scale has the recommended validity and reliability.

Furthermore, the following are the results of the evaluation of the fit model in this study using 5 (five) test models, including the root mean square error of approximation (RMSEA) with a value of <0.08, normal fit index (NFI) with a value of 0.9, non-normed fit index (NNFI) with a value of 0.9, comparative fit index (CFI) with a value of 0.9, and incremental fit index (IFI) with a value of 0.9. The results of the evaluation of the fit model test are presented in the following table:

Table 1. Evaluation Results of Stress Fit Model

Indeks	Fit Criteria	Results	Conclusion
RMSEA	< 0.08	0.11	Not Fit
NFI	≥ 0.9	0.95	Fit
NNFI	≥ 0.9	0.94	Fit
CFI	≥ 0.9	0.96	Fit
IFI	≥ 0.9	0.97	Fit

Table 2. Evaluation Results of Organizational Culture Fit Model

Indeks	Fit Criteria	Results	Conclusion
RMSEA	< 0.08	0.076	Fit
NFI	≥ 0.9	0.94	Fit
NNFI	≥ 0.9	0.96	Fit
CFI	≥ 0.9	0.97	Fit
IFI	≥ 0.9	0.97	Fit

Table 3. Evaluation Results of Learning Organization Fit Model

Indeks	Fit Criteria	Results	Conclusion
RMSEA	< 0.08	0.12	Not Fit
NFI	≥ 0.9	0.96	Fit
NNFI	≥ 0.9	0.97	Fit
CFI	≥ 0.9	0.97	Fit
IFI	≥ 0.9	0.97	Fit

Table 4. Evaluation Results of Work achievement Fit Model

Indeks	Fit Criteria	Results	Conclusion
RMSEA	< 0.08	0.18	Not Fit
NFI	≥ 0.9	0.93	Fit
NNFI	≥ 0.9	0.94	Fit
CFI	≥ 0.9	0.94	Fit
IFI	≥ 0.9	0.94	Fit

Based on the table above, the results of the research m shows that the value of the model fit test on the three variables is concluded that the data fits or is said to be *Good Fit* with the model.

The hypothesis testing in the study shows the following conclusions:

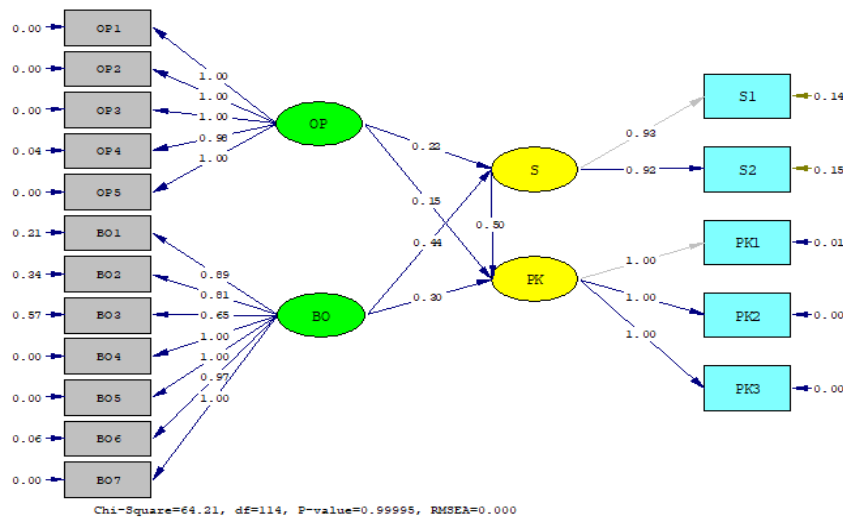
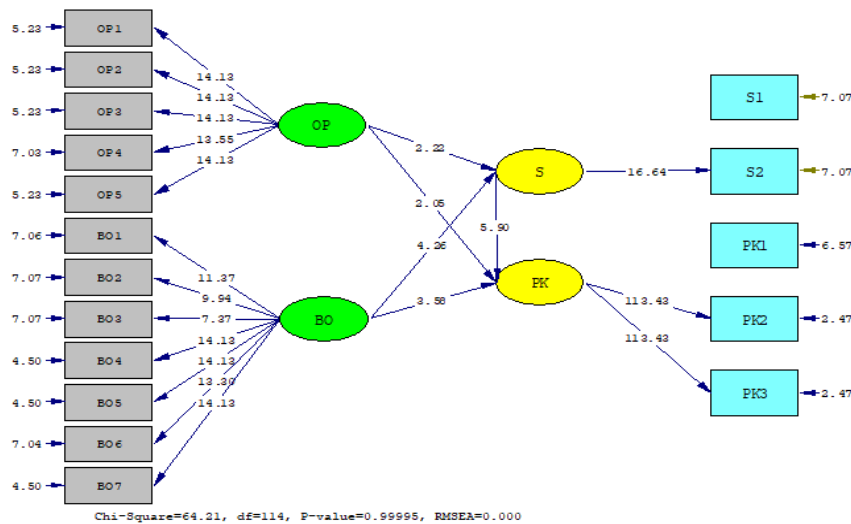


Figure 1. Standardized Solution



Hypothesis 1

Ho: There is no influence of Organizational Culture on Work achievement

Ha: There is an influence of Organizational Culture on Work achievement

Based on the results of the above analysis obtained $\gamma = 0.30$ with $t = 3.58$, where $t > 1.96$, so Ho is rejected. The conclusion obtained is that Ho is reject and Ha is accepted, this proves that there is an influence of organizational culture on work achievement and stated Hypothesis 1 Accepted.

Hypothesis 2

Ho: There is no influence of Learning Organizations on Work achievement

Ha: There is an influence of Learning Organizations on Work achievement

Based on the results of the analysis above obtained $\gamma = 0.15$ with $t = 2.05$, where $t > 1.96$, so Ho is rejected. The conclusion obtained is that Ho is reject and Ha is accepted, this proves that there is an influence of organizational learning on work achievement and stated Hypothesis 2 Accepted.

Hypothesis 3

Ho: There is no influence of Organizational Culture on Stress

Ha: There is an influence of Organizational Culture on Stress

Based on the results of the above analysis obtained $\gamma = 0.44$ with $t = 4.26$, where $t > 1.96$ thus Ho is rejected. The conclusion obtained is that Ho is reject and Ha is accepted, this proves that there is an influence of organizational culture on stress and stated Hypothesis 3 Accepted

Hypothesis 4

Ho: There is no influence of Learning Organizations on Stress

Ha: There is an influence of Learning Organization on Stress

Based on the results of the above analysis obtained $\gamma = 0.22$ with $t = 2.22$, where $t > 1.96$, so Ho is rejected. The conclusion obtained is that Ho is rejected and Ha is accepted, this proves that there is an influence of learning organizations on stress and stated Hypothesis 4 Accepted

Hypothesis 5

Ho: There is no effect of Stress on Work achievement

Ha: There is an effect of Stress on Work achievement

Based on the results of the above analysis obtained $\beta = 0.50$ with $t = 5.90$, where $t > 1.96$ thus H_0 is rejected. The conclusion obtained is that H_0 is rejected and H_a is accepted, this proves that there is an influence of stress on work achievement and stated Hypothesis 5 Accepted.

Hypothesis 6

H_0 : There is no influence of Organizational Culture on Work achievement through Stress.
 H_a : There is an influence of Organizational Culture on Work achievement through Stress.

Based on the results of the above analysis $\gamma = 0.22$ with $t = 3.49$, where $t > 1.96$ with H_0 rejected. The conclusion obtained is that H_0 is rejected and H_a is accepted, this proves that organizational culture on work achievement through stress and stated Hypothesis 6 Accepted.

Hypothesis 7

H_0 : There is no effect of Learning Organization on Work achievement through Stress.
 H_a : There is an influence of Learning Organization on Work achievement through Stress.

Based on the results of the above analysis obtained $\gamma = 0.11$ with $t = 2.09$, where $t > 1.96$ thus H_0 is rejected. The conclusion obtained is that H_0 is rejected and H_a is accepted, this proves that there is an influence of learning organizations on work achievement through stress and it is stated that Hypothesis 7 is accepted.

Hypothesis 8

H_0 : The model of the influence of Organizational Culture and Learning Organizations on Work achievement through Stress does not fit with empirical data.
 H_a : The influence model of Organizational Culture and Organizational Learning on Work achievement through Stress fits with empirical data.

Table 5. Results of Fit Index

Indeks	Fit Criteria	Results	Conclusion
RMSEA	< 0.08	0.00	Fit
NFI	≥ 0.9	0.99	Fit
NNFI	≥ 0.9	1.00	Fit
CFI	≥ 0.9	1.00	Fit
IFI	≥ 0.9	1.00	Fit

Based on the results of the fit index, it can be concluded value finds fit criteria, thus H_0 is rejected. The conclusion obtained is that H_0 is rejected and H_a is accepted, this proves that the model of the influence of organizational culture and learning organizations through stress fit with empirical data, it is stated that Hypothesis 8 is Accepted.

Discussion

The results of hypothesis testing carried out can be concluded that Hypothesis 1 states H_0 is rejected and H_a accepted, from these results it can be concluded that organizational culture has a positive and significant influence on work achievement, in other words hypothesis 1 is accepted, namely organizational culture has a significant effect on work achievement (H_1). This illustrates that the higher the application of organizational culture, the higher the work achievement of PT. KPP. This shows that the organizational culture to support the work achievement of employees of PT. KPP to have good work achievement where the organizational culture itself plays an important role in creating a foundation in accordance with the norms, values and ways of working of employees shown to achieve quality organizational performance. The results of hypothesis 1 are also in line with the results of research conducted

by Patty, Manurung, ADR & Badawi. (2017) which states that the results of his research show that there is a positive and significant influence of organizational culture on work achievement.

The results of hypothesis testing 2 obtained in this study indicate that H_0 is rejected and H_a is accepted, which means that the learning organization has a positive and significant influence on work achievement. This means that the more the learning organization improves, the higher its work achievement. The importance of improving a learning organization is to build a strong picture of the future of the institution as an organization created by all employees based on an inter-individual vision so that the motivation to meet the future will be wider. The results of this study are in line with the theory presented by Simamora (2009). Learning organizations do not only have an impact on improving the quality of products and services, but also improve a more responsive, adaptive, innovative and efficient work environment, so that in the end it will improve work achievement.

The results of hypothesis testing 3 obtained in this study indicate that H_0 is rejected and H_a is accepted, which means that there is an influence of organizational culture on stress. This means that organizational culture has an influence on stress, where a culture that is often too demanding of employees will have an impact on employee stress levels.

The results of hypothesis testing 4 obtained in this study indicate that H_0 is rejected and H_a is accepted, which means that there is an influence of learning organization on stress. This means that learning organizations have an influence on stress, where with a good learning organization, the stress level experienced by employees will be low because with a learning organization, the organization will continue to adapt to learn new things to support increased performance, a better system so that the creation of a positive environment that is far from stagnant.

The results of hypothesis testing 5 obtained in this study indicate that H_0 is rejected and H_a is accepted, which means that there is an effect of stress on work achievement. This shows that stress is a supporter of employee performance at PT. KPP to have good work achievement. In line with this, research by Erianto, W. (2022) entitled *The Effect of Compensation, Job Satisfaction, and Stress on Work achievement of Suradadi Hospital Employees, Tegal Regency*, states that there is a positive and significant effect of stress on work achievement. The positive influence between these two variables is in line with the theory put forward by Cohen, et al (1983) where he explains that stress is a condition in which a person feels the pressure of the surrounding conditions exceeds the capacity possessed by himself, thus giving rise to 2 (two) aspects in the form of *perceived control* and *perceived distress*. In the theory of Cohen, et.al (1983) dividing stress into 2 (two) aspects, namely *perceived control* and *perceived distress*. He argues that the result of a pressure (stress) does not always have a negative impact but stress can also have a positive impact.

The results of hypothesis testing 6 obtained in this study indicate that H_0 is rejected and H_a is accepted, which means that there is an influence of organizational culture on work achievement through stress. This shows that stress is able to become a mediator of organizational culture and has a positive and significant effect on employee performance at PT. KPP. The better the stress that is processed into *eustress*, the application of organizational culture functions to apply employee attitudes and performance so as to build optimal employee work achievement.

The results of hypothesis testing 7 obtained in this study indicate that H_0 is rejected and H_a is accepted, which means that there is an influence of learning organizations on work achievement through stress. This means that the presence of stress as a mediator of learning organizations has a positive and significant effect on work achievement. It is known that the ability of employees to manage the stress they face becomes positive stress because the organization is trying to continue to develop its organization in a positive direction, thus the

positive results create a sense of spirit, enthusiasm, and effectiveness among employees so that it can improve the work achievement of PT. KPP.

Then the results of hypothesis testing 8 obtained in this study indicate that H_0 is rejected and H_a is accepted, which means that the model of the influence of organizational culture and learning organizations on work achievement through stress is proven to have a fit model with empirical data from the results of testing 5 indexes.

Conditions that put pressure on employees do not always have a negative impact on employee work achievement, on the contrary, by having optimal stress, stress that is managed into esutress will give positive value to employees as well as a work culture that supports employee welfare will not have a good impact on employees so as to increase achievement. employees work optimally. As is the case with employees of PT. Kazeto Putra mighty who has to implement distance learning teaching and learning activities, where both teachers and employees carry out all activities from home with more pressure and work demands than before the pandemic. However, the overall results above indicate that the employees of PT. KPP is able to survive and face the pandemic conditions positively so that the work achievement of PT. KPP is maintained during the Covid-19 pandemic.

CONCLUSION

Based on the results of research on the effect of stress as a mediator of organizational culture and learning organizations on the work achievement of employees of PT. KPP that has been carried out, it can be concluded as follows:

- 1) There is a positive and significant influence of organizational culture on work achievement with $\gamma = 0.30$ with $t = 3.58$, where $t > 1.96$ thus H_0 is rejected.
- 2) There is a positive and significant influence of learning organization on work achievement with $\gamma = 0.15$ with $t = 2.05$, where $t > 1.96$ with H_0 rejected.
- 3) There is a positive and significant influence of organizational culture on stress with $\gamma = 0.44$ with $t = 4.26$, where $t > 1.96$ with H_0 rejected.
- 4) There is a positive and significant effect of learning organization on stress with $\gamma = 0.22$ with $t = 2.22$, where $t > 1.96$ with H_0 rejected.
- 5) There is a positive and significant effect of stress on work achievement with $\gamma = 0.50$ with $t = 5.90$, where $t > 1.96$ with H_0 rejected.
- 6) There is a positive and significant influence of organizational culture on work achievement through stress with $\gamma = 0.22$ with $t = 3.49$, where $t > 1.96$ with H_0 rejected
- 7) There is a positive and significant influence of learning organization on work achievement through stress with $\gamma = 0.11$ with $t = 2.09$, where $t > 1.96$ with H_0 rejected.
- 8) There is a positive and significant influence of organizational culture and organizational learning on work achievement through stress with empirical data and the model fit index is obtained, thus H_0 is rejected.

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