

# The Influence of Organizational Culture on The Performance of The People's Representative Council with Work Stress as An Intervening Variable in Aceh Province

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## ABSTRACT

Various factors, including organizational culture, often cause unsatisfactory results in institutional performance. So, it is essential to test whether organizational culture factors influence performance. Additionally, this study will investigate whether organizational culture affects the Aceh People's Representative Council's (DPR) effectiveness. Statistical tests and quantitative procedures were applied to obtain data for this study. The study's findings demonstrated that organizational culture did not considerably or favorably impact the Aceh People's Representative Council employees. Workplace stress is positively and significantly affected by organizational culture. Likewise, the Aceh People's Representative Council's performance supports the premise that organizational culture has no appreciable and positive impact on work-related stress. Thus, while organizational culture influences work stress, it has little effect on performance.

**Keywords:** Organizational Culture, Performance, House of Representatives, Work Stress, Aceh Province

## 1. Introduction

Organizational culture is one element that may have an impact on worker performance. One of the issues frequently arises in how businesses or organizations attempt to raise employee performance, including establishing an organizational culture based on employee expectations. An organization is a group of people working towards a shared objective and having linkages between their roles, responsibilities, rights, and authority. Robbins and Judge (2011) said that organizational culture distinguishes an organization from others because of its unique characteristics. Therefore, it is expected that different understandings of the importance of organizational culture will occur in various ways (Hakim & Kusdiyanto, 2010; Akpa et al., 2021). Communication is essential in organizational culture to convince and influence the lives of others. Because organizational culture can change outcomes after being well planned, organizational culture can help or hinder change. Because there are neutral positive and negative cultures in the organization (Jumadi, 2005; Chatman & O'Reilly, 2016).

As previously explained, an institution's organizational culture is a paradigm that shapes an individual's levels, beliefs and wants regarding recruiting skilled and qualified staff members. Everyone knows that there is a formal and non-formal organizational culture. It will undoubtedly improve the efficiency of the organizational system if done correctly. Furthermore, the system will remain healthy. In a situation like this, an institution must make a plan to keep the connections in the institution running well. According to recent reports, the Aceh DPR Secretariat's staff performance still needs to be improved. The fact that performance goals are met year after year is evidence of this. The Budget Implementation Document (DPA) does not recognize accomplishments that fall short of the goals outlined in the Strategic Work Plan. Furthermore, some of the Aceh DPR Secretariat staff's performance would suffer due to the

circumstances above. This is evident in the number of workers who neglect their primary responsibilities and tasks and their obligations to give Aceh DPR members the finest service possible.

One form of democratic celebration is the large number of party members who are now members of the People's Representative Council. However, their work still needs to be finished. They are required to carry out various tasks to improve the welfare of the Acehnese people. Undoubtedly, as members of the DPR, many things must be done to encourage people to do what they must. Therefore, more investigation is required to ascertain whether organizational culture elements contribute to reduced performance quality in the Aceh DPR, with job stress as an intervening variable.

## **2. Literature Review**

### **2.1 Organizational culture**

According to Robbins (2006), organizational culture is a shared understanding among members of an organization. This system sets an organization apart from others. Organizational culture shapes the attitudes and behaviors of organizational members. Organizational culture does not affect every individual or group, and various resources will generally involve members of the organization. Employee emotional intelligence and organizational culture can affect organizational and employee performance. As per David's (2004) assertion, organizational culture refers to the behavioral patterns an organization acquires in response to challenges related to internal integration and external adaptability. New members are being taught this culture as a way of seeing, thinking, and feeling. Each attribute is above the line, ranging from low to high. If you evaluate an organization using these seven characteristics, you will gain a general understanding of its organizational culture. In short, organizational culture is essential for building a good organization.

Researchers aim to identify and quantify the various forms of organizational culture to understand how each type of organizational culture relates to organizational effectiveness. Certain cultures may be more effective than others. According to Kreitner et al. (2003), organizational culture has three categories: constructive, passive-defensive, and aggressive-defensive. Although an organization may exhibit one type of organizational culture, it may also display other normative beliefs and traits. According to studies, organizations can have functional subcultures, geographic subcultures, hierarchical subcultures based on a person's position, occupational subcultures based on a person's title or position, or social subcultures.

### **2.2 Performance**

Performance is the outcome that a person or group of people within an organization can accomplish. Each fulfills their authority and responsibility per the law, morality, and ethics to legally achieve the relevant organization's aims. Performance is the degree to which a specific activity or outcome is achieved. Reaching the company's objectives can improve performance (Simanjuntak, 2005; Pawirosumarto et al., 2017). Performance management refers to actions taken to enhance an organization's or business's performance and the performance of individuals and work groups. However, according to Hariandja (2008), performance results from a worker's work or actual behavior shown by a worker according to their role in the organization.

Based on various definitions of the data above, responsibilities allocated to employees by the stated criteria constitute employee performance. Human resources are the most critical component in achieving good performance. Good planning will only be successful if workers are qualified and enthusiastic. The outcomes of an employee's job must substantially benefit the organization in terms of both quality and quantity felt by the organization. The work results must be very beneficial for the company's interests now and in the future. According to Utin & Yosepha (2019) and Diamantidis & Chatzoglou (2019), performance results from an employee's work. Employee performance affects how much contribution an

employee can make to the organization. The author concludes that workers should raise the caliber of their jobs, become more dependable, adopt a positive attitude towards the organization, and collaborate with colleagues.

### 3. Research Method

Quantitative data is being gathered to examine how organizational culture affects House of Representatives members' performance and stress levels at work. Verification research uses statistical computations to test hypotheses and ascertain the cause-and-effect relationship (or causal relationship) between variables. This investigation will ultimately determine the hypothesis's acceptance (Nazir, 2017; Palena et al., 2021). Workplace stress is viewed as a dependent variable, performance as an intervening variable, and organizational culture as an independent variable. SmartPLS software uses a partial least squares method to process the data for structural equation model analysis. Members of the Aceh DPR are the subject of this study. The purposive sampling method was used in this study because the respondents needed for this study must meet specific criteria (Sugiyono, 2017). The Aceh DPR was selected as a sample in this study.

Every variable in this study has a five-point Likert scale, or five alternatives, used to score it. The scores on the SS (Strongly Agree) scale are 5, S (Agree), 4, N (Neutral), 2, and 1. TS (Disagree) and STS (Strongly Disagree) obtained scores of 1 and 2, respectively. According to this study, work stress and organizational culture affect DPR effectiveness. This study employed primary and secondary data from several sources. The author uses the Observation and Questionnaire methods to collect research data.

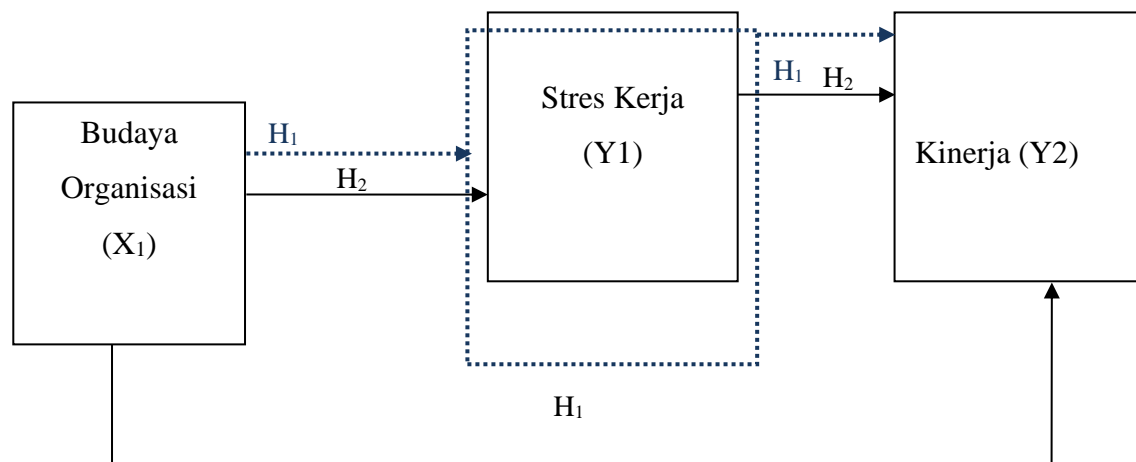


Figure 1: Research Model

### 3.1 Validity and Reliability Test

#### 3.1.1 Validity Test

Researchers must ascertain the validity of the questionnaire. They also need to be aware of the dimensions or indicators that can be used to interpret the statement (Ferdinand, 2014). One kind of validity test is construct validity. Converging and discriminant validity tests can be performed to evaluate the validity of the reflective dimensions or indicator model. With a value of 0.50 to 0.60, the concurrent validity test results show that the loading factor and AVE are adequate.

On the other hand, the findings of the discriminant validity test indicate that the AVE's root value needs to be higher than 0.50 (Ghozali, 2018). The cross-loading value assesses whether the indicator model or formative dimension is legitimate. It stipulates that the constructed value must be more significant than

0.50. The VIF value outside the model with a score <5 can also be stated that the construct is valid or worthy of consideration for the subsequent analysis.

### 3.1.2 Reliability Test

An instrument is dependable if it consistently yields the same results when measuring the same item. The Cronbach's alpha coefficient is one of the most widely used statistics to assess a research instrument's dependability. Sugiyono (2019) asserts that the questionnaire is deemed credible if a responder consistently provides the same answers to the same statements throughout time. The indicator model or reflective dimension can be tested for reliability using two criteria: composite reliability and Cronbach's alpha (Ghozali, 2018). The structure is deemed reliable if the composite reliability and Cronbach's alpha values are more significant than 0.70. The formative dimension or indicator model's reliability is evaluated using the outer weight's average value. If the average value of the outer weight is above 0.70, then the indicator or dimension is considered reliable.

## 4. Results and Discussion

### 4.1 Organizational culture

**Table 1:** Description of Respondents' Perceptions of Organizational Culture Variables

No.	Questionnaire Statement	Number and Percentage of Respondents' Answers									
		Strongly agree		Agree		Neutral		Don't agree		Strongly Disagree	
		F	%	F	%	F	%	F	%	F	%
X11	I feel that the training provided by government institutions is in accordance with my work expertise	14	17.28	17	20.98	21	25.92	19	23.45	0	0.00
X12	I feel that following existing work tasks can make it easier for me so that I don't get stressed easily	18	22.22	23	28.39	13	16.04	27	33.33	0	0.00
X13	I feel that the main task has become part of the job responsibility that must be completed immediately	16	19.75	15	18.51	30	37.03	20	24.69	0	0.00
X14	I am always ready with the results obtained based on the policies I have made	8	9.87	12	14.81	21	25.92	40	49.38	0	0.00
X15	I am always ready to take risks related to the policies I provide	40	49.38	21	25.92	12	14.81	8	9.87	0	0.00

X16	I feel that I am always ready to work with a team system, not individually.	8	9.87	12	14.81	21	25.92	40	49.38	0	0.00
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Source: Processed by research, (2024)

The six indicators in the table above explain the organizational culture variable. The House of Representatives' responses to each indication are as follows: In the first survey on completing the tasks as they are given, 14 respondents, or 17.28%, indicated that they highly agreed. Respondents who agreed were 17 people, or equal to 20.98%. Respondents who indicated that they were neutral were 21 people, or equal to 25.92%. Respondents who indicated that they disagreed were 19 people, or 23.45%. Respondents who stated that they strongly disagreed were none. The tabulation shows that 38.26% of respondents said they were proficient in the activities. 25.92% of respondents gave a neutral response. On the other hand, 23.45% of respondents claimed that mastering the current duties. In the second questionnaire discussing that following existing work tasks can provide convenience so that it is not easy to get stressed, respondents who strongly agreed were 18 or 22.22%.

Respondents who agreed were 23 people, or equal to 28.39%. Respondents who stated neutral were 13 people or equal to 16.04%. Respondents who disagreed were 27 people, or equal to 33.33%. Respondents who strongly disagreed were none. From the tabulation, 50.61% of respondents stated that following existing work assignments could make things more manageable so they would stay calm. 16.04% of respondents gave a neutral response. Nonetheless, 33.33% of participants said that adhering to current job tasks would not facilitate their ability to maintain composure. In the third survey, 16 respondents, or 19.75%, strongly agreed that they believed the primary work had become a part of the job obligation that needed to be finished immediately. Respondents who agreed were 15 people, or 18.51%. Neutral respondents were 30 people, or equal to 37.03%. There were twenty respondents, or 24.69%, who said they disagreed. There were no respondents who expressed strong disagreement. Based on the tabulation, 38.26% of participants expressed that the primary work had evolved into an obligation that needed to be finished immediately. Of the respondents, 37.03% said they were neutral. Nonetheless, 24.69% of participants stated that the primary duty was distinct from the work obligation that required prompt completion.

In the fourth questionnaire that discussed always being ready with the results obtained based on the policies that I have made, respondents who stated that they strongly agreed were eight people or equal 9.87%. There were 12 respondents, or 14.81% of the total, who agreed. Twenty-one respondents, or 25.92% of the sample, indicated that they were neutral. Forty respondents, or 49.38% of the sample, expressed disagreement. None of the respondents said they strongly disagreed. According to the tabulation, 24.68% of respondents said they were always prepared with the outcomes of their decisions. Of the respondents, 25.92% said they were neutral. Nonetheless, 49.38% of those surveyed said they were only occasionally prepared with the outcomes of the policies I had created. In the fifth questionnaire that discussed that they were always prepared to take risks related to the policies that I have given, respondents who stated that they strongly agreed were 40 people or 49.38%. Twenty-one respondents, or 25.92% of the sample, agreed. Twelve respondents, or 14.81% of the sample, responded neutrally. Of the respondents, eight persons, or 9.87%, said they disagreed. There were no respondents who expressed strong disagreement. According to the tabulation, 75.3% of respondents said they are always willing to take chances with the plans I offer. 14.81% of respondents gave a neutral response. However, 9.87% of those surveyed said they were only occasionally willing to take chances about the policies I offer.

In the sixth questionnaire, which discussed that they felt they were always prepared to work with a team system, not individuals, respondents who strongly agreed were eight people or equal 9.87%. Respondents who stated they agreed were 12 people or 14.81%. Of the respondents, twenty-one individuals, or 25.92%, said they were neutral. Forty respondents (or 49.38% of the sample) disagreed. There were no respondents who expressed strong disagreement. According to the tabulation, 75.3% of respondents said they are always prepared to operate in a team environment instead of alone. Respondents who stated neutral were 25.92%. However, 49.38% of respondents said they sometimes feel prepared to work with a team system rather than in.

#### 4.2 Job Stress (Y1)

Table 2: Description of Respondents' Perceptions of Work Stress Variables

No.	Questionnaire Statement	Number and Percentage of Respondents' Answers									
		Strongly agree		Agree		Neutral		Don't agree		Strongly Disagree	
		F	%	F	%	F	%	F	%	F	%
Y11	I master the tasks currently given.	10	12.34	21	25.92	22	27.16	28	34.56	0	0.00
Y12	I have excellent skills in carrying out work tasks.	19	23.45	12	14.81	24	29.62	26	32.09	0	0.00
Y13	My tasks are based on the targets set by the central government.	16	19.75	15	18.51	30	37.03	20	24.69	0	0.00
Y14	I always try to be calm in making decisions.	8	9.87	12	14.81	21	25.92	40	49.38	0	0.00
Y15	I always follow the activities that have been set even though I am busy.	41	50.61	20	24.69	12	14.81	8	9.87	0	0.00
Y16	I make my work agenda every month.	9	11.11	13	16.04	38	46.91	22	27.16	0	0.00

Source: Processed by research, (2024)

According to the above table, the six indicators that explain the job stress variable are the outcomes of the House of Representatives responses to each indicator, which are as follows: Ten respondents, or 12.34%, said in the first inquiry on mastering the tasks currently assigned that they highly agreed. Of the respondents, 21 individuals, or 25.92%, said they had made a decision. Twenty-two respondents, or 27.16% of the sample, were neutral. There were 28 respondents, or 34.56%, who said they disagreed. None of the responders expressed a strong disagreement. The tabulation shows that 38.26% of respondents said they were proficient in the activities. 27.16% of respondents gave a neutral response. However, 34.56% of respondents stated that they did not master the tasks currently given.

In the second questionnaire discussing having excellent skills in carrying out work tasks, respondents who strongly agreed were 19, or 23.45%. There were 12 respondents, or 14.81%, who agreed. Twenty-four respondents, or 29.62%, answered in the neutral category. Twenty-six respondents, or 32.09% of the sample, disagreed. There were no respondents who strongly disagreed. The tabulation shows that 38.26%

of respondents said they were very good at completing things at work. 29.62% of respondents gave a neutral response. However, 32.09% of respondents said they weren't very good at doing their jobs at work.

In the third questionnaire that discussed always trying to be calm in making decisions, the respondents who strongly agreed were 16 people (19.75%). Respondents who indicated that they decided were 15 people, or 18.51%. Thirty respondents, or 37.03% of the sample, indicated they were neutral. Twenty respondents, or 24.69% of the sample, said they disagreed. None of the responders expressed a strong disagreement. The tabulation shows that 38.26% of respondents always try to remain composed when making decisions. A total of 37.03% of respondents said they were neutral. On the other hand, 24.69% of participants reported feeling less at ease when making decisions.

In the fourth questionnaire that discussed always being ready with the results obtained based on the policies that I have made, respondents who stated that they strongly agreed were eight people or equal 9.87%. Twelve respondents, or 14.81% of the sample, said they had made a decision. Twenty-one respondents, or 25.92% of the sample, indicated that they were neutral. Forty respondents, or 49.38% of the sample, disagreed. There were no respondents who strongly disagreed. According to the tabulation, 24.68% of respondents said they were always prepared with the outcomes of their decisions. Respondents who stated neutral were 25.92%. However, 49.38% of respondents said the opposite, that they were only sometimes ready with the results obtained based on the policies I had made.

In the fifth questionnaire, which discussed that they always follow the activities set even though they are busy, respondents who strongly agreed were 41 people, or 50.61%. Respondents who agreed were 20 people, or 24.69%. Neutral respondents were 12 people, or equal to 14.81%. Respondents who disagreed were eight people, or equal to 9.87%. Respondents who strongly disagreed were none. According to the tabulation, 75.3% of respondents said they always followed the activities despite being busy. Respondents who stated neutral were 14.81%. However, 9.87% of respondents stated otherwise, that they only sometimes followed the activities set even though they were busy.

In the sixth questionnaire that discussed them making my work agenda every month, respondents who strongly agreed were nine people or equal 11.11%. Respondents who stated they agreed were 13 people or 16.04%. Respondents who stated neutral were 38 people, or equal to 46.91%. Respondents who stated disagree were 22 people, or equal to 27.16%. Respondents who stated firmly disagreed were none. From the tabulation, 27.2% of respondents indicated that they made my work agenda every month, not individually. Respondents who stated neutral were 46.91%. However, 27.16% of respondents stated otherwise that they did not make my work agenda every month.

### 4.3 Performance (Y2)

The percentage of respondents' responses is based on how the score levels are categorized and how many respondents selected an answer for each performance-related statement. This table explains performance indicators.

**Table 3:** Description of Respondents' Perceptions About Performance Variables

No.	Questionnaire Statement	Number and Percentage of Respondents' Answers									
		Strongly agree		Agree		Neutral		Don't agree		Strongly Disagree	
		F	%	F	%	F	%	F	%	F	%
Y21	I am satisfied with the work I do now.	13	16.04	28	34.56	14	17.28	23	28.39	0	0.00

Y22	I hold fast to the values that the previous leader passed down.	21	25.92	22	27.16	18	22.22	20	24.69	0	0.00
Y23	I feel that moral values, ethics, and commitment are an essential part of working.	16	19.75	15	18.51	30	37.03	20	24.69	0	0.00
Y24	I am ready to innovate very quickly when I start working.	8	9.87	12	14.81	21	25.92	40	49.38	0	0.00
Y25	My superiors have always given directions to subordinates before carrying out their duties.	23	23.89	27	33.33	12	14.81	19	23.45	0	0.00
Y26	Communication between members is well-established in solving existing problems.	12	14.81	8	9.87	21	25.92	40	49.38	0	0.00

Source: Processed by research, (2024)

The job stress variable is described by six indicators based on the previous table and the House of Representatives response to each indication. The first poll, which addressed mastering the duties currently assigned, had 13 responses, or 16.04%, who strongly agreed. Twenty-eight respondents, or 34.56% of the sample, agreed. Fourteen respondents, or 17.28% of the sample, indicated they were neutral. Of the respondents, twenty-three, or 28.39%, said they disagreed. None of the respondents said they strongly disagreed. The tabulation showed that 50.6% of respondents were happy in their current position.

17.28% of respondents gave a neutral response. Nonetheless, 28.39% of respondents said they were dissatisfied with their jobs as they now held them. In the second survey, which addressed maintaining the principles that earlier leaders had left behind, 21 respondents—or 25.92%—said they strongly agreed. 22 respondents, or 27.16% of the sample, expressed agreement. 18 respondents, or 22.22% of the sample, indicated that they were neutral. Twenty respondents, or 24.69% of the sample, disagreed. There were no respondents who strongly disagreed. The tabulation shows that 53.08% of respondents said they adhered to the principles that the previous leader had instilled. 22.22% of respondents gave a neutral response. However, 24.69% of respondents stated that they did not hold fast to the values the previous leader had passed down.

Of the respondents who answered the third questionnaire, sixteen (19.75%) strongly agreed that moral principles, ethics, and commitment are necessary for employment. Of the respondents, 15 or 18.51% agreed. Thirty respondents, or 37.03%, were neutral. Twenty respondents, or 24.69%, expressed disagreement. Not a single respondent expressed a strong disagreement. The tabulation shows that 38.26% of respondents thought that commitment, moral principles, and ethics were necessary for employment. 37.03% of respondents were neutral. On the other hand, 24.69% of participants said that ethical principles, accountability, and ethics are not required for employment.

The fourth quiz, which talked about being prepared to innovate rapidly upon commencing work, was strongly agreed upon by eight respondents (9.87%). Of the respondents, 12 or 14.81% agreed. Of the respondents, twenty-one individuals, or 25.92%, said they were neutral. Forty respondents (or 49.38% of the sample) disagreed. There were no respondents who expressed strong disagreement. The tabulation shows that 24.68% of respondents said they were prepared to innovate as soon as they began working. 25.92% of respondents indicated they were neutral. However, 49.38% of those surveyed said they needed more time to be prepared to innovate when they began working.

In the fifth survey, 23 respondents, or 23.89%, strongly agreed that superiors should always give subordinates instructions before performing their jobs. Twenty-seven respondents, or 33.33%, indicated that they agreed. Twelve respondents, or 14.81% of the sample, responded neutrally. Nineteen respondents, or 23.45%, said that they disagreed. There were no respondents who expressed strong disagreement. According to the tabulation, 75.3% of respondents said that supervisors always provide instructions to subordinates before they begin a task. 14.81% of respondents gave a neutral response. Nevertheless, 23.45% of respondents disagreed, saying supervisors still needed to provide subordinates instructions before completing assignments.

The sixth inquiry, which addressed how members communicate with one another and work together to solve problems, had 12 responses, or 14.81%, who highly agreed. Eight respondents agreed, or 9.87% of the total. Twenty one respondents, or 25.92% of the sample, indicated that they were neutral. Forty respondents, or 49.38% of the sample, expressed disagreement. None of the respondents said they strongly disagreed. The tabulation shows that 24.68% of respondents said member-to-member communication is well-established in resolving current issues. Of the respondents, 25.92% said they were neutral. Nonetheless, 49.38% of respondents said improved member communication is necessary to address the current problems.

#### 4.4 SEM Test Results

##### 4.4.1 Measurement Model Evaluation (Outer Model)

This measurement model is intended to evaluate the measurement model's reliability and validity. To certify that a test is valid and reliable for the data it uses, a component must meet the test's value. This measurement model must be evaluated to ascertain the degree of influence between the variables or constructs and the indicators. Two models comprise the measuring model for latent variables in SEM PLS: a formative model and a reflecting model. The reflective model was employed in this work to assess the composite reliability, discriminant validity, and concurrent validity requirements. However, the formative approach compares the quantity of weight and its significance to quantify its indicators based on substantive content. Constructs with formative indicators cannot be analyzed using convergent validity and composite reliability (Ghozali, 2013; Cheung et al., 2023).

The findings indicate that one indicator does not meet the validity requirements of this study; all reflective indicators' factor loads must be greater than 0.6 for the convergent construct validity test to pass; if an indicator's factor load is less than 0.6, it must be recalculated to create a valid model. The following table shows the model findings from this investigation. If each latent variable with a reflective indicator has an AVE>0.5, it is evident that the model satisfies the criterion for excellent validity. The results of the analysis shown in the table below show that the AVE value of each latent variable has a value> 0.5, and it can be said that the SEM PLS model meets the requirements for good convergent validity.

**Table 4: AVE Validity Test**

Latent Variables	AVE
Organizational Culture	0.623
Work Stress	0.625
Performance	0.627

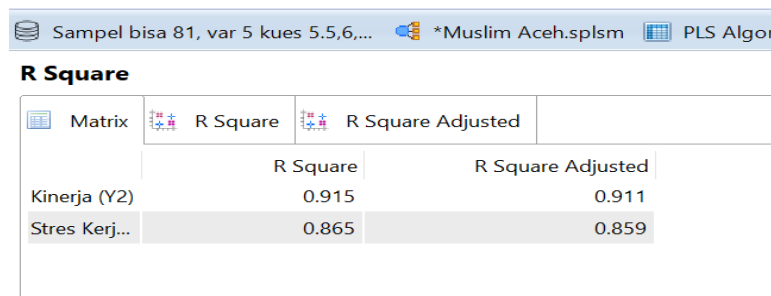
Source: Processed by researchers, (2024)

The composite reliability and Cronbach's alpha values for each latent variable are then examined to test the construct reliability value. The model is deemed dependable if each latent variable's Cronbach's alpha and composite reliability values are more excellent than 0.7. Because each latent construct satisfies the requirements for a composite dependability value  $d$ , the table demonstrates that each has good, accurate, and consistent reliability. After that, discriminant validity is examined. The fundamental tenet of testing is that there shouldn't be a strong correlation between the measures of various constructs or visible variables. Another technique for assessing discriminant validity is comparing the root mean of average variance extracted (AVE) value for each construct to the correlation between constructs and other constructs.

#### 4.4.2 Structural Model Evaluation (Inner Model)

The model's testing, sometimes called the structural model, determines the relationship between the variables, significant values, and the research model's R rectangle. The R rectangle tests the dependent variable and evaluates the structural path parameters' coefficient. The following table displays the findings of the rectangle estimation.

**Table 5: R-Square Value**



Matrix	R Square	R Square Adjusted
Kinerja (Y2)	0.915	0.911
Stres Kerj...	0.865	0.859

According to Table 5, the R-Square value of performance is 0.915 for organizational culture (X1), which can explain performance (Y) by 91.5%. The R-Square value of work stress is 0.865 for organizational culture (X3), which can explain work stress (Y1) by 86.5%, which shows that organizational culture is a significant variable for performance, work stress.

### 4.5 Hypothesis test

The following stage, which involves testing the hypothesis using the bootstrapping approach on SmartPLS, can begin once all measurement conditions have been satisfied. Each sample point is collected from the starting data  $n$  times, as per Efron and Tibshirani (1998), who describe the bootstrapping process as repeatedly taking new samples of  $N$  samples from the initial data of size  $n$ . Once the bootstrapping process is completed 500 times, the  $t$ -value and  $p$ -value will be determined. This is done to improve the consistency of the statistical significance value and the stability of the results. The bootstrap results ( $t$ -value) are displayed in the image. The hypothesis decision is found by comparing the  $t$ -value with the  $t$ -table or the probability value ( $p$ -value) while taking the confidence level into account. The  $t$ -table value in this study is 1.96, and the confidence level utilized is  $\alpha = 0.05$ . This study will evaluate the research model based on the direct and indirect influence between exogenous and endogenous variables.

#### 4.5.1 Direct Effect

Direct influence testing is required to ascertain the direct relationship between the exogenous and endogenous variables in this investigation. The path coefficient that the SmartPLS test yielded will display the direct influence outcomes. The data supports the first hypothesis that organizational culture has a positive and significant impact on performance. According to the computation findings, there is a substantial correlation between organizational culture and performance because the  $p$ -value (0.009) is less

than 0.05. The initial sample value of 0.326 indicates that the association between performance and organizational culture is either improving or trending positively. According to Wahyudi & Tupti (2019), performance is influenced by organizational culture. According to the second theory, organizational culture significantly impacts work stress.

#### **4.5.2 Indirect Effect**

The amount the mediating variable multiplies its direct influence on the dependent and independent variables is known as indirect influence. With a p-value of  $0.017 < 0.05$ , the overall indirect influence, organizational culture (X3), significantly impacted performance through work stress using the SmartPLS results. This suggests that organizational culture substantially impacts performance through work stress. The initial sample value of 0.155 indicates a positive correlation between work stress and organizational culture performance. Thus, organizational culture positively and significantly impacts performance through job stress, according to hypothesis 8 of this study.

### **4.6 Discussion**

#### **4.6.1 The Influence of Organizational Culture on Performance**

The company will benefit from good bureaucratic practices because positive activities benefit new and old employees. In addition, the Aceh People's Representative Council considers the culture in government institutions beneficial. Several senior employees, both those who have served for two terms and those who have just served one term, have this opinion. They believe that new People's Representative Council members have gained much knowledge and practical work systems to help develop their region. So, it is clear that organizational culture greatly influences bureaucratic activities in the People's Representative Council, both in structure and how it works. Organizational structure, policies, and work procedures are influenced by organizational culture. Ultimately, this culture affects work attitudes, enthusiasm, and individual, group, and organizational performance (Jung et al., 2009; Robert and Kinicki, 2001). Internal and external factors consist of performance factors, according to Timple in Mangkunegara (2008). External factors are environmental factors that affect a person's performance. Behavior, attitudes, and actions of coworkers, superiors or leaders, job satisfaction, and the work environment or organizational culture.

#### **4.6.2 The Influence of Organizational Culture on Work Stress**

Good personnel are a sign of a top-notch company. Employee productivity and organizational success correlate with effective management practices and work environments (Nahrisah & Imelda, 2019; Sun, 2008). A good organizational culture will make the workplace a good place because organizational culture can solve problems faced by the company. According to Aditama & Widowati (2017), organizational culture focuses on solving internal and external issues carried out regularly by a group, which are then passed on to new members to understand, think, and feel problems. All beliefs, attitudes, basic principles, and people's behavior form organizational culture. Studies show that organizational culture significantly impacts work stress in the Aceh People's Representative Council. Because organizational culture ensures that every member of the DPR understands their duties, the DPR does not experience work pressure. Members of the organization communicate with each other and persons outside the organization based on their meaning and belief system (Robbins & Judge, 2011; Shahzad et al., 2012). Organizational culture is the values, customs, beliefs, and myths group members hold dear. This culture affects both individual and collective behavior inside the group (Puryantini et al., 2017; Purba et al., 2019).

#### **4.6.3 The Influence of Organizational Culture on Performance through Work Stress**

The Aceh People's Representative Council's performance is impacted by organizational culture through job stress. The Aceh People's Representative Council members will not experience work-related stress if the council operates effectively. This finding is consistent with Wahyudi & Tupti's (2019) research, which

discovered that important organizational culture factors impact worker morale. Additionally, Hidayat et al. (2018) and Suwantonono et al. (2019) found that work morale is impacted by organizational culture.

According to Schein (1990), expectations, beliefs, values, and norms of togetherness shape organizational culture. They are responsible for carrying out their duties as members of the Aceh People's Representative Council. So, many employees experience stress at work (Baihaqi, 2023; Lubis & Hanum, 2020). However, if performance is by the predetermined target, the job will not cause stress because organizational culture is an invisible social force that can motivate employees (Ouchi & Wilkins, 1985; Siahaan et al., 2022; Frost et al., 1985). A solid organizational culture supports the goals of government agencies. Because organizational culture is a common understanding of living together in a government organization, it is essential to managing an organization. Thus, this study concludes that work stress is how organizational culture affects performance.

## 5. Conclusion

This study examined the influence of organizational culture on the performance of the Aceh People's Representative Council (DPR), with work stress as an intervening variable. The findings indicate that while organizational culture has a significant and positive effect on work stress, it does not directly enhance employee performance. Instead, organizational culture indirectly impacts performance through its influence on stress levels. The study underscores that a well-established organizational culture can create a structured work environment, yet it may also contribute to increased work stress. The results suggest that while employees recognize the importance of organizational norms and practices, these factors alone do not necessarily lead to improved job performance. Instead, excessive workplace stress, driven by cultural expectations, may hinder employees from achieving optimal efficiency. Therefore, efforts to strengthen organizational culture should be balanced with strategies to mitigate work-related stress. The implications of these findings suggest that the Aceh DPR must prioritize stress management programs, leadership support mechanisms, and workplace well-being initiatives to foster a more effective and performance-driven work culture. Future research should explore additional moderating variables, such as leadership styles or employee engagement, to further clarify the complex dynamics between organizational culture, stress, and performance.

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