

THE INFLUENCE OF ORGANIZATIONAL CULTURE, ORGANIZATIONAL COMMITMENT, AND JOB STRESS ON EMPLOYEE PERFORMANCE OF PT. DANAPATI ABINAYA INVESTEMA (JAKTV)

Yara Mira Sartika¹, Dr. Ir. Meita Pragiwani, MM²

Departemen Manajemen

Sekolah Tinggi Ilmu Ekonomi Indonesia

Jakarta, Indonesia

yara51698@gmail.com¹; meita_pragiwani@stei.ac.id²

Abstract - This study aims to determine the influence, Organizational Culture, Organizational Commitment, and Job Stress on the performance of employees of PT. Danapati Abinaya Investema (Jaktv). This research uses a quantitative research type, which is analyzed using the coefficient of determination with SPSS 24.00. The population of this study were all employees of PT. Danapati Abinaya Investema (Jaktv), namely 237 people. The sample was determined based on the purposive method with the Slovin formula, with a total of 149 respondents. The data used in this study are primary data. The data collection technique used the method of distributing questionnaires to respondents. The results of this study prove that Partially; 1. Organizational culture has an influence on employee performance. 2. Organizational commitment has no effect on employee performance. 3. Job stress has an influence on employee performance

Keywords: Keywords: Organizational Culture, Organizational Commitment, Job Stress, and Employee Performance.

I. INTRODUCTION

Human resources are one of the factors that can influence a company. To face increasingly fierce business competition, companies are required to continuously improve the performance of their employees in order to be effective and efficient. To achieve effective and efficient performance, companies or organizations are required to optimize the use of existing human resources so that they have a positive impact on the company. To optimize employee performance, companies need to manage existing human resources, given that companies that employ human resources want good results and can keep up with changes and developments that occur in the company.

Efforts to improve performance can be made through the organizational culture implemented by the company so that the company can achieve the targets that have been set at the beginning. In addition, another factor that can affect employee performance improvement and can shape efficiency and can make the organization or company better regardless of organizational culture is organizational commitment. Organizational commitment shows the strength of a person in identifying his involvement in an organization. Organizational commitment is built on the basis of workers' belief in organizational values, willingness of employees to help realize organizational goals and loyalty to remain members of the organization. In addition to organizational culture and business organizational commitment in improving employee performance, it can be done through good stress management so that the pressure and tension caused by work can be handled properly, because excessive work stress can cause a decrease in employee performance, starting with a lack of enthusiasm for work, loss focus. in doing work so that it can hinder the achievement of the company that has been previously set.

PT. Danapati Abinaya Investema (Jaktv) which is engaged in the media and information sector, namely Indonesian local television which focuses its broadcasts in the DKI Jakarta area, covering the Jabodetabek area (www.Jaktv.com). To deal with business competition, PT. Danapati Abinaya Investema needs an increase in good employee performance, because the current globalization makes it easy for various foreign television programs to enter easily and can be watched by the general public not only where the company is standing but the whole world, to face the competition and win the competition. Performance improvement in a company is very important as well as PT. Danapati Abinaya Investema employees are required to continue to be able to improve their performance so that it has a good impact on the organization and the company so that the company can excel in business competition.

II. THEORETICAL BASIS

2.1. Human Resource Management (HRM)

According to Nawawi (2011), human resource management is closely related to the management of employees in companies. Workers, employees, labor as the activator of the organization in realizing its existence.

Human resource management if interpreted as a whole is a strategic approach with valuable organizational assets of people who work in the organization individually and collectively who contribute to the goals of the organization or company.

Human resource management is the process of training, assessing, and paying attention to work relations, safety, health and justice issues. Another understanding of Human Resource Management is that knowledge is a way to foster effective and efficient relationships and roles of the workforce owned by individuals and can be used optimally so that the achievement of common goals of the organization or company (Bintoro and Daryanto, 2017: 15).

Human resource management is a management activity based on its function to obtain the best human resources for the business run by the company and how the best human resources are maintained and continue to work together with constant or increasing quality.

Another source explains that human resource management is a process for training, assessing and providing compensation to employees, paying attention to employee work relations, security, employee health, and providing a sense of justice to all existing employees (Chaerudin, 2019: 43)

According to Chaerudin (2019: 43) there are several basic functions of human resource management as follows:

1. Planning

Planning in the form of goals and standardization, making planning rules and procedures, forecasting future needs.

2. Organizing, assigning specific tasks to employees, delegating authority, making lines of authority, making vertical or horizontal coordination

3. Staffing, determining who should be employed, recruiting prospective employees, selecting employees, setting standard work standards, providing trust, assessing appropriate employee performance, providing counseling, conducting training and development.
4. Leadership, encouraging others to complete work and maintaining morale, motivating subordinates.

And according to Murtie (2012: 3) human resource management has several objectives, namely:

1. Organizational goals, shown to contribute to the achievement of organizational effectiveness. The HR Department assists managers in handling matters related to HR.
2. Functional objectives, aimed at maintaining the department's contribution in accordance with the level of organizational needs.
3. Social goals, aimed at responding to the needs and challenges of society by minimizing negative impacts on the organization.
4. Personal goals, aimed at helping employees achieve goals that can enhance individual contributions to the organization.

2.2. Organization Culture

According to Robins and Hakim (in Sulaksono Hari, 2015: 2) organizational culture is a system adopted by all members of an organization that differentiates one organization from another. Organizational culture becomes the basis of orientation for employees to pay attention to the interests of all employees.

Organizational culture is a set of assumptions of norms and values as a belief system that grows and develops in the organization as a guide for organizational members, so that the organization is able to carry out external adaptations and internal integration to maintain the existence of the organization. (Nurdin Ismail, 2012: 8).

Organizational culture is defined as values or behavioral norms that are understood and accepted by organizational members as rules of behavior in the organization (Chaerudin, 2019: 193).

2.2.1. Organizational Culture Functions

According to Robbins, cultural functions (in Sulaksono Hari, 2015: 29) are divided into several, namely:

1. Culture creates a clear distinction between an organization and another.
2. Culture brings a sense of identity to members of the organization.
3. Culture facilitates the emergence of a commitment that is broader than one's individual self-interest.
4. Culture helps unite the organization by providing appropriate standards for employees to do.
5. Culture as a control that guides and shapes employee attitudes and behavior.

2.2.2. Organizational Culture Indicators

According to Sulaksono Hari (2015: 14) indicators of organizational culture are as follows:

1. Innovative takes into account risks, such as:
 - a. Creating new ideas for company success
 - b. Dare to take risks in developing new ideas
2. Results-oriented, such as:
 - a. Set targets to be achieved by the company
 - b. Assessment of the results of the work that has been carried out
3. Oriented to all employee interests, such as:
 - a. Meet the need to run and do work
 - b. Support employee performance

4. Detail oriented on tasks, such as:
 - a. Be thorough in doing assignments
 - b. The accuracy of the work

2.2.2. Organizational Commitment

Robbins and Judge (2014: 50) state that commitment is a condition in which an employee sides with a particular organization and its goals and intends to maintain membership in that organization.

Bagram in Mehmud et al (2010) states that commitment can develop if employees are able to find their hopes and fulfill their needs in an organization.

Mathis and Jackson (2011: 31) state organizational commitment as a condition in which employees believe and are willing to accept organizational goals and will remain or will not leave the organization. Factors affecting organizational commitment

2.3.1. Factors affecting organizational commitment

According to Kossen (in Pritama, 2014: 70) the factors that influence organizational commitment are:

1. Attendance level, where the attendance level of employees is a factor that affects employee organizational commitment. Absence of employees without reason, tends to lack a sense of enthusiasm at work. On the other hand, employees who are diligent in attending work days reflect their passion for work. This spirit is one of the benchmarks for the level of partisanship of employees towards the company.
2. Job Satisfaction, the level of job satisfaction of employees of course varies, this is due to differences in the contribution made by companies to their work. Employees who have a high level of job satisfaction tend to want to work for a long time and have a strong desire to be maintained by the company. Meanwhile, employees with a low level of job satisfaction tend to be less enthusiastic at work and prefer to be silent with a sense of compulsion. This is because it is difficult to find work and there are no other job alternatives.
3. Delay, if an employee is often late for work, tends to be less enthusiastic about working and carrying out the tasks assigned by the company. They only work to make ends meet by getting a given salary, without the enthusiasm to work and show their best performance, so that employees only work as they are, without any commitment to be maintained by the company.
4. Employee Transfer, for company employees who have large-scale transfers from one company to another are the types of employees who are easily dissatisfied with their work. These employees will find it difficult to create high alignments with the company.
5. Strikes, if there are employees who frequently strike, they are employees who tend to find it difficult to be satisfied with their work. Employees like this are more concerned with position, position, salary and the facilities provided. So when things don't go as expected, it's easier to feel disappointed.

2.3.2. Elements of Organizational Commitment

There are several elements of organizational commitment (Triatna, 2015: 120), namely:

1. A strong desire to accept the values and goals of the organization
2. The desire to act on behalf of the organization
3. A strong desire to remain a member of the organization
4. High yields and fewer absences

2.3.3. Organizational Commitment Indicator

The measurement of employee commitment uses four indicators developed by Mowday et al (in Rimata 2014: 5), namely:

1. A strong desire to remain a member is indicated by:
 - a. High work results are given by employees
 - b. Lack of attendance
2. The desire to try hard at work is characterized by:
 - a. Understand the tasks assigned by the boss
 - b. Be on time for assignments
3. The acceptance of organizational values is indicated by:
 - a. Application of organizational values
 - b. Believe in organizational values
4. Acceptance of organizational goals is characterized by:
 - a. Carry out the tasks assigned by the boss
 - b. Carry out the responsibilities assigned by the boss

2.4. Job Stress

According to another definition, stress is an active response mediated by individual debates and psychological processes, namely the consequences of any activity (environment), situation, or external event that imposes excessive psychological or physical demands on a person, Gibson Ivancevich (in Hermita, 2011: 17).

Stress is a form of a person's response, both physically and mentally, to changes in their environment that are considered disturbing and cause them to be threatened, Panji Anoraga (in Triatna, 2015: 138).

Stress is a dynamic condition where individuals are faced with opportunities, limitations or demands in accordance with the expected results to be achieved in important and uncertain conditions (Robbins, 2010: 65).

2.4.1. Factors Causing Job Stress

According to Handoko (in Triatna, 2015: 139) states there are 2 categories of causes of stress including:

1. Stress at work

Excessive workload, time pressure, poor quality of supervision, interpersonal compliance, inadequate feedback, inadequate authority to carry out responsibilities, conflicts between individuals and groups, differences in company and employee values, and various change conflicts,

2. Pressing work

Financial worries, physical problems, change of residence and other personal problems.

2.4.2. Job stress indicators

According to Mangkunegara (2013: 157) indicators for measuring work stress are as follows:

1. The work environment factor is something from the work environment that makes work easier or difficult, for example:
 - a. Intimidation from coworkers so that it becomes an uncomfortable and stressful atmosphere at work.
 - b. Pressure from the leader, regarding the job given by the boss or demands regarding the job from the boss, causing stress.
2. Incompatibility with work, for example:
 - a. Does not like the job given
 - b. The assigned job does not match the skills possessed by the employee.
3. Hires given by companies or supervisors are dangerous to cause stress, for example:
 - a. These jobs require a high level of job security
 - b. The job given has a high accident rate

4. Overload, the work given is too heavy, for example additional working hours or more working hours that stress employees.

2.5. Employee performance

Dessler (in Bintoro and Daryanto, 2017: 106) states that performance is work performance, that is, the comparison between work results and standards applied. Performance is an expression such as output, effectiveness, and efficiency which is often associated with productivity (Faustino Cardoso Gomos in Sulaksono Hari, 2015: 91).

Performance is the work result in quantity and quality achieved by an employee in carrying out tasks in accordance with the responsibilities assigned to him (Sulaksono Hari, 2015: 91).

Performance is the ability of a person or group to provide satisfactory results at their workplace in a certain part of the job (Duha, 2018: 43).

2.5.1. Factors affecting employee performance

According to Sedarmayanti (in Sulaksono Hari 2015: 103) there are several factors that can affect employee performance including:

1. Mental attitude

which can affect employee performance such as work discipline, work motivation, and ethics of an employee.

2. Education

The higher the education of an employee, the higher the performance will be,

3. Skills

Employees who have skills will work better than employees who do not have skills.

4. Leadership

The leadership of a manager has an effect on employee performance, the better and better the leadership of a manager will improve employee performance.

5. Income level

Employees will be motivated to improve their performance if they have the appropriate income.

6. Discipline

Conducive and comfortable discipline will improve employee performance.

7. Communication

Employees between subordinates and superiors or fellow employees must be able to create harmonious and good communication, with good communication it will make it easier to carry out the tasks assigned by the company.

8. Facilities and Infrastructure

Companies must provide facilities that can support employee performance.

9. Achievement opportunities

The existence of opportunities for achievement in the company can motivate employees to always improve performance.

2.5.2. Employee performance indicators

There are several indicators that can be used in conducting individual assessments of employee performance in an organization (Bintoro and Daryanto, 2017: 159), including:

1. Quality, the quality of work is measured by employees' perceptions of the quality of work produced and the perfection of tasks on the skills and abilities of employees, for example:
 - a. Responsive to new assignments
 - b. Accuracy in doing assignments
2. Quantity is the amount of work that has been done and the time it takes to complete the job. For example,
 - a. The speed of time in work

- b. Ability to do assignments
3. Responsibilities, namely showing how much employees carry out their duties and are accountable for work results, use of facilities and infrastructure, for example:
 - a. Work results in accordance with existing standards in the company
 - b. Punctuality in work as determined by the company
4. Initiative, namely having self-awareness to do something in carrying out duties and responsibilities, for example:
 - a. The spirit of doing assignments and carrying out responsibilities
 - b. Fix work errors.

2.6. Research conceptual framework

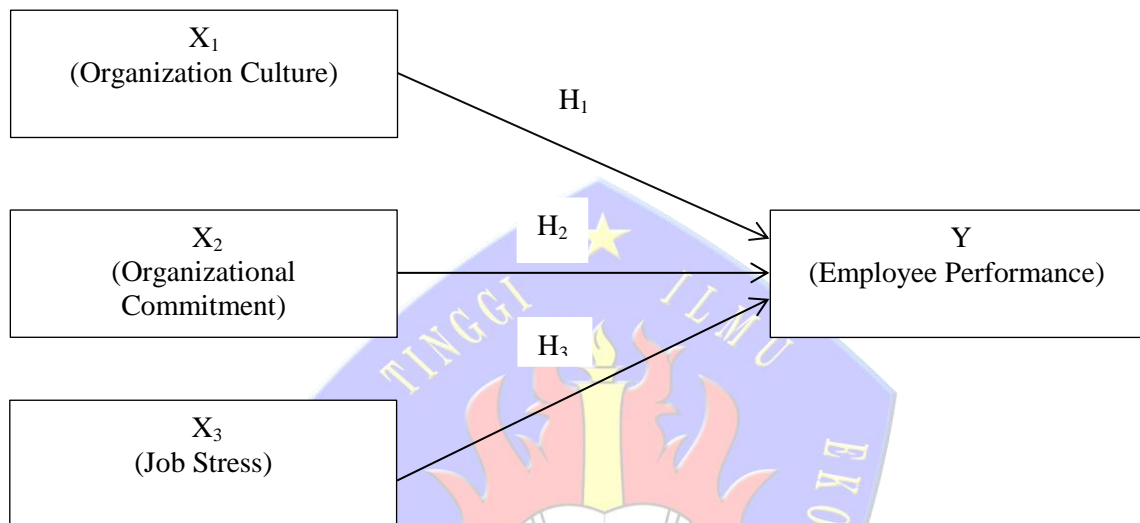


Figure 1. Conceptual framework

H1: It is assumed that organizational culture has an influence on employee performance.

H2: It is assumed that organizational commitment has an influence on employee performance.

H3: It is suspected that job stress has an influence on employee performance.

III. RESEARCH METHODS

3.1. Research Strategy

The strategy used in this research is the associative strategy. The associative strategy is used because the associative strategy is a temporary answer to the associative formula, which is to ask the effect of 2 or more variables (Sugiyono, 2017: 37). And the approach used in this research is a quantitative approach with data collection techniques using a questionnaire and data collection instruments used in this study is a questionnaire (questionnaire).

3.2. Population and Sample Research

The sample is part of the number and characteristics of the population. So it can be said to be a sample because it is a part that can represent the entire population (Sugiyono, 2017: 81). The sample criteria were taken by using purposive sampling technique. It is said purposive because the sampling is carried out with certain considerations, the number of research samples used is

determined by the Slovin formula. So that we get a sample of 149 respondents from a total population of 237.

3.3. Data and Data Collection Methods

The data used in this study are primary data. According to Sugiyono (2017: 125) primary data is data that is obtained directly or collected by researchers from the main data source. To get primary data, researchers must collect it directly using the questionnaire method. According to Sugiono (2017: 142) The questionnaire is a data collection technique which is done by giving a series of questions or written statements to respondents to be answered. The instrument in this study was measured using a questionnaire.

3.4. Research Instrument Testing

Testing instruments in this study used validity and reliability tests. The validity test is conducted to measure whether the data that has been obtained after the study is valid data with the measuring instrument used (questionnaire).

Validity testing was carried out using the SPSS 24.00 for windows program, with the following criteria:

1. If $r \text{ count} > r \text{ table}$ then the statement is declared valid.
2. If $r \text{ count} < r \text{ table}$ then the statement is declared invalid.
3. The value of $r \text{ count}$ can be seen in the column corrected item total corrected.

With a significance level of 0.05.

And the reliability test was carried out to see whether the measuring instrument used (questionnaire) showed consistency in measuring the same symptoms.

With the help of the SPSS 24.0 for windows program, the variables are declared reliable with the following criteria:

1. If $r\text{-alpha}$ is positive and greater than $r\text{-table}$, the statement is reliable.
2. If $r\text{-alpha}$ is negative and smaller than $r\text{-table}$, the statement is not reliable.
- a. If Cronbach's Alpha value is > 0.60 then it is reliable
- b. If Cronbach's Alpha value < 0.60 then it is not reliable

A variable is said to be good if it has a Cronbach's Alpha value $>$ than 0.60 (Dwi Priyanto, 2014).

3.5. Data analysis method

The method of data analysis used SPSS 24.00 by partially testing the hypothesis.

IV. RESULTS

4.1 Validity Test Results

1. Table 4.1.1. Organizational Culture Validity Test (X1)

Table 4.1.1
Validity Test Results for Organizational Culture (X1)

Statement (X1)	r count	r table	Information
X1.1	0,531	0,1609	Valid
X1.2	0,454	0,1609	Valid
X1.3	0,497	0,1609	Valid
X1.4	0,677	0,1609	Valid
X1.5	0,748	0,1609	Valid
X1.6	0,752	0,1609	Valid
X1.7	0,625	0,1609	Valid
X1.8	0,632	0,1609	Valid

Source: Data results from SPSS processing 24.00, 2020

Based on the table above, it shows that all statement items for the Organizational Culture variable (X1) in this study are declared as valid items because the value of r count > r table is greater than 0.1609.

2. Table 4.1.2. Test of the Validity of Organizational Commitment (X2)

Table 4.1.2
Validity Test Results for Organizational Commitment Variables (X2)

Statement (X2)	r Count	r table	Information
X2.1	0,693	0,1609	Valid
X2.2	0,648	0,1609	Valid
X2.3	0,731	0,1609	Valid
X2.4	0,695	0,1609	Valid
X2.5	0,73	0,1609	Valid
X2.6	0,701	0,1609	Valid
X2.7	0,696	0,1609	Valid
X2.8	0,635	0,1609	Valid

Source: Data results from SPSS processing 24.00, 2020

Based on table 4.6. It is known that all the correlation values for the statement items in the Organizational Commitment questionnaire (X2) are declared valid because $r_{count} > r_{table}$.

3. Table 4.1.3 Job Stress Validity Test (X3)

Table 4.1.3
Validity Test Results for Variable Job Stress (X3)

Statement (X3)	r Count	r table	Information
X3.1	0,536	0,1609	Valid
X3.2	0,529	0,1609	Valid
X3.3	0,559	0,1609	Valid
X3.4	0,720	0,1609	Valid
X3.5	0,672	0,1609	Valid
X3.6	0,587	0,1609	Valid
X3.7	0,600	0,1609	Valid

Source: Data results from SPSS processing 24.00, 2020

Based on the test results table above, it shows that all statement instruments in the Job Stress questionnaire (X3) can be declared valid because $r_{count} > r_{table}$.

4. Table 4.1.4. Employee Performance Validity Test (Y)

Table 4.1.4.
Validity Test Results for Employee Performance Variables

Pernyataan (Y)	r hitung	r tabel	Keterangan
Y.1	0,629	0,1609	Valid
Y.2	0,712	0,1609	Valid
Y.3	0,731	0,1609	Valid
Y.4	0,699	0,1609	Valid
Y.5	0,626	0,1609	Valid
Y.6	0,590	0,1609	Valid
Y.7	0,600	0,1609	Valid
Y.8	0,549	0,1609	Valid

Source: Data results from SPSS processing 24.00, 2020

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Based on table 4.8. It can be seen that all statement instruments regarding Employee Performance (Y) in this study can be declared valid because $r \text{ count} > r \text{ table}$.

4.2. Reliability Test

The reliability test used the Cronbach Alpha method and analyzed using the SPSS 24.0 compuresization program. The following is a table of reliability test results:

Table 4.2.
Instrument Reliability Test Results

Variabel	Coefficient Cronbach Alpha	Provisions	Information
Organizational Culture (X1)	0,770	0,60	Reliabel
Organizational Commitment(X2)	0,843	0,60	Reliabel
Job stress (X3)	0,704	0,60	Reliabel
Employee Performance (Y)	0,786	0,60	Reliabel

Source: Data results from SPSS processing 24.00, 2020

From table 4.9. above that all instruments of all variables have a Cronbach Alpha value > 0.60. Thus, all variables from this study are said to be reliable, so they can be used in this study.

4.3. Hypothesis testing

Table 4.3.
Hypothesis Results Partially (T Test)
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	4,660	1,588		2,935	0,004
Budaya Organisasi (X1)	0,194	0,069	0,206	2,799	0,006
Komitmen Organisasi (X2)	-0,009	0,082	-0,009	-0,108	0,914
Stres Kerja (X3)	0,724	0,096	0,629	7,515	0,000

a. Dependent Variable: Kinerja Karyawan (Y)

A. Effect of X1 on Y

Based on table 4.14, it is found that the value of the significance t of the organizational culture variable (X1) is 0.006. Thus, it can be concluded that H0 is rejected or Ha is accepted because the value of significance t is smaller than the real level (α) = 5% or $0.006 < 0.05$, which means that partially the population correlation coefficient between organizational culture variables on employee performance is said to have a significant effect. .

B. Effect of X2 on Y

Based on table 4.14, it is obtained the significant t value of the organizational commitment variable (X2) of 0.914. Thus, it can be concluded that H0 is accepted or Ha is rejected because the value of significance t is greater than the real level (α) = 5% or $0.914 > 0.05$, which means that partially the population correlation coefficient between organizational commitment to employee performance is said to have no significant effect. significant.

C. Effect of X3 on Y

Based on table 4.14, it is obtained that the value of the significance t of the work stress variable (X3) is 0,000. Thus, it can be concluded that H0 is rejected and Ha is accepted because the value of significance t is smaller than the real level (α) = 5% or $0,000 < 0.05$, which means that there is a partially significant influence between the work stress variable (X3) on the variable. employee performance (Y).

V. CONCLUSIONS AND SUGGESTIONS

5.1. Conclusions

Based on the results of the research that has been done, it can be concluded about the influence of organizational culture, organizational commitment, and work stress on the performance of employees of PT. Danapati Abinaya Investema (Jaktv) as follows:

1. Organizational culture has a significant influence on the performance of employees of PT. Danapati Abinaya Investema (Jaktv).
2. Organizational commitment does not have a significant effect on the performance of employees of PT. Danapati Abinaya Investema (Jaktv).
3. Job stress has a significant effect on the performance of employees of PT. Danapati Abinaya Investema (Jaktv).

5.2. Suggestions

1. For organizational culture variables that have been carried out by employees, PT. Danapati Abinaya Investema (Jaktv) is expected to implement organizational culture to improve facilities or facilitate employees to excel at work so they can find ideas to create interesting content or develop creativity to improve employee performance.
2. For the organizational commitment variable, the company is expected to provide socialization to every employee who works or all employees in each division to be able to apply organizational values while working.
3. For work stress variables, the company is expected to improve good relations between employees, especially new employees in order to create a harmonization of employees within the company.

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