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LOCAL VALUES-BASED ORGANIZATIONAL CULTURE: A STUDY OF BALINESE CULTURAL VALUES EFFECTS ON COOPER- ATIVES EMPLOYEE PERFORMANCE AND JOB STRESS IN BALI

Ni WayanSitiari¹, Ni LuhAnikPuspaningsih², IB.Ag.Dharmenegara³

^{1,2,3} Universitas Warmadewa, Indonesia

E-mail: ^{*1}setia_dari@yahoo.co.id, ²kinapuspa168@gmail.com

³dharmenegara@gmail.com

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ABSTRACT

In Indonesia, cooperatives have a main role as a pillar of people's economic development. Regarding cooperatives development, the Government of Bali faces problems of human resources low quality and the low level of cooperatives linkage. Like other organizations in general, the cause of low performance and stress on cooperative employees is the discrepancy of organizational culture with local cultural values. There are three local cultural values adopted by cooperatives organizational culture in Bali, namely *jengah* (a shame that arouses enthusiasm for achievement); *taksu* (inner spirit or aura that supports someone in his/her profession or jobs); *manyamabraya* (the spirit of brotherhood and social confession that we are brothers). This research explains the impacts of local cultural values-based organizational culture on the job stress and performance of cooperatives employees in Bali. This study uses a quantitative approach. The population of this study was cooperatives employees in Bali, with a total of 22.067 people in 2017. The analysis technique uses SEM-PLS. The results show that organizational culture based on Balinese cultural values has a negative and significant effect on employee job stress, an organizational culture based on Balinese cultural values has a positive and significant effect on organizational performance, and job stress has a negative and no significant effect on performance. This study found that a strong local culture values-based organizational culture reduces employee stress and improves employee performance.

INTRODUCTION

The business development is inseparable from issues related to globalization and technological developments. Globalization brings changes in competition

either to business organizations and non-business organizations. The workplace has dramatically changed as the impact of new information and diversity. Every organization, including cooperative organizations in Bali, has experienced those situations. The role of cooperatives as a pillar of people's economic development is highly expected by the Government of Bali. The Bali Government faces problems in developing cooperatives, such as the low quality of human resources and less of networking between cooperatives (Usaha Kecil Menengah di Provinsi Bali, 2013: 6). Sitiari (2016) revealed that the cooperative's performance in Bali tends to be lower in the financial aspect. This means that the cooperative's performance needs to be improved, especially from the financial aspects. Cooperative's performance can be improved by improving employee performance.

According to the Theory of Action and Job Performance (Boyatzis, 2008) the basic concept of performance is the skill. There are three main groups that influence performance. The first factor is individuals such as visions, values and philosophies, knowledge, competencies, careers, styles, and interests. The second factor is the organizational environment consisting of culture, climate, structure, and system. The third factor is jobs demand including duties, functions, and roles (Salleh et al., 2010). It can be said that employee performance is determined by the ability of individuals and their environment. Employee's performance is determined by environment, competence, and job satisfaction (Darmanegara et al., 2016). An un conducive organizational environment could create stress on employees. Different cultural backgrounds distinguish someone in responding the stress. Rothmann (2003) found stress had an impact on fatigue, those indicate that exhausted employees unable to perform well.

Job stress is a reaction pattern occurs when workers are given inappropriate job tasks that not in accordance with knowledge, skills or abilities. Employee's job stress caused by internal and external factors. Internal factors come from individuals themselves while external factors that come from outside such as the environment. Wilkins (1998) states that some of the amounts of stress come from individuals and stress is also caused by the social environment. The lack of social support from the community is one of the factors that cause job stress. The cultural values in society shape a person's attitudes and behavior, and if it implemented in an organization it has the potential to shape the culture of an organization.

Organizational culture is part of the environment. The results of research in Australia show that organizational culture that is not in accordance with cultural values in society has an impact on job stress and subsequently affects employee performance (Joiner, 2001). Other research in several countries shows that organizational culture influences employee performance (Mansor et al., 2010; Rante, 2011; Olulana, 2015). Culture is very valuable in increasing efficiency. Community culture can be seen as part of company resources, which leads to a competitive advantage. Li (2001) found that culture is a corporate resource for companies in East Asia. Based on the results of research local cultural values have an impact on organizational performance (Wiengarten, 2010; Lucky et al., 2012; Wingarta, 2012; Aribas, 2013, Kory,

2014, Sitiari, 2016). Ramarumo, (2015) found that a rational organizational culture can reduce pressure and strengthen a company's competitiveness. However, other researchers in Malaysia found that organizational climate did not influence organizational performance (Beng, 2006). Previous studies linking organizational culture with stress and insignificant employee performance can be attributed to not considering how local cultural values play a role in shaping an organizational culture that has the potential to cause job stress and ultimately impact on its performance.

Based on the results of the study showing organizational culture has an impact on employee stress and performance (Joiner, 2001, Martini, 2017). Different organizational cultures have different methods of tasks divisions, the process of withdrawing employees (Dikers, 2010). With the existence of differences, it certainly has a different impact on its performance. But research conducted in Bali and in Jakarta found stress did not have an impact on employee performance (Khusaeni et al., 2013; Sugama, 2016). The study examines stress only connected with work factors, such as high workload, job demands, work comfort, and role conflict, while social support such as demands for cultural values in the community has not been considered. Whereas job stress is a concept that describes the relationship between people and their environment. The ever-changing work environment heightens the importance of understanding the dynamics of organizational culture, job stress and organizational commitment (Mathew and Ogbonna, 2009).

An organizational culture that adopts local cultural values is expected to reduce stress so as to improve employee performance. Especially in Bali, local cultural values can be divided into socially based values and performance-based values. The Balinese people are very strong in their culture. The attitude and behavior of Balinese people are shaped by cultural values inherited generations. Values that reflect Balinese culture are *jengah*, *taksu*, and *manyamabraya*, those are valid and reliable containing values that reflect the local culture of Bali (Sitiari et al., 2016). The culture of *jengah* and *taksu* are a performance-based culture, while *manyamabraya* is a social-based culture. A cultural values-based organizational culture has never been specifically studied in relation to stress and employee performance. a research conducted on Bali provincial government agencies found stress did not have an impact on employee performance (Sugama, 2016). However, it has not considered socio-cultural factors as one of the antecedents of job stress. It is necessary to examine how the demands of community's cultural values shape an organizational culture that has an impact on job stress and employee performance.

LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

Boyatzis, 2008, states that the basic concept of performance is a skill. The skills possessed by individuals that showed through vision, values and philosophy, knowledge, competence, career, style, and interests that determine the individual's performance. The second factor is the organizational environment consisting of culture, climate, structure, and system. Whereas the third factor is jobs demand including the type of task, function, and roles also determines individual's performance (Salleh et al., 2010). Another theory in describing

one's performance is the cognitive social theory (Bandura, 2001). The theory explains that humans always seek support in every decision. They will get what they want through social interdependence. Therefore, they seek support, form alliances, and work together to get what they cannot accomplish themselves. The social environment influences attitudes and behavior in each of their actions. If it is associated with job stress, good social support employees will motivate them to achieve and vice versa.

Performance refers to employee performance measured by the standards or criteria set by the company. The definition of performance or work performance limited by Maier (in MohAs'ad, 2003: 35) as someone's success in carrying out a job. More explicitly Lawler and Poter stated that performance is a "successful role achievement" obtained by someone from his actions (MohAs'ad, 2003). From this limitation, MohAs'ad concluded that performance is the result of a person according to the size that applies to the work in question. According to Simamora (1995), employee performance is the level at which employees reach job requirements.

Consensus theory states that values are the main elements of social life. Every society upholds certain values, and those values become the binder of a society. Values as a basis for upheld behavior color the form of association (Artadi, 2011: 147). Cultural values are forms of culture that are abstract in nature which consists of conceptions, which live in the minds of most citizens regarding things that they must consider very valuable in life (Koentjaraningrat, 1984: 25).

The values of Balinese culture validly and reliably reflect the local cultures of Bali are *jengah*, *taksu*, and *menyamabraya* (Sitiari et al., 2016) as shown in table 1.

Table 1 The Function and Meaning of Balinese Cultural Values

Function and Meaning	Description
a. <i>Jengah</i>	
Identity	<i>Jengah</i> shows the identity of the Balinese inherited generations, originating from Hinduism, Bhagavad Gita, and Veda.
Appearance	Intangible but reflected by a spirit of competitive behavior in a positive way.
Uniqueness	It is an attitude of competitive spirit, which is always needed because of the desire to achieve better than competitors in a positive way
Existence	Still maintained even though there are changes by times that tend to be all fragmented and instant.

Meaning	High enthusiasm to compete positively, high motivation for achievement, enthusiasm to work hard to achieve a better life, a strong will to learn, a desire to improve socio-economic status, a desire to improve socio-economic status, to produce something useful for fulfilling desire or ambition. A spirit to be superior to competitors.
b. Taksu	
Identity	Already believed by the Balinese which represented by a shrine called <i>sanggahtaksu</i>
Appearance	Intangible
Uniqueness	The inner power of Balinese in roles their profession, for instance, the Balinese dance artist well performs by their <i>taksu</i> .
Existence	Balinese belief to raises their <i>taksu</i> by doing <i>yadnya</i> (offering) before activities.
Meaning	Internal power that comes from the belief in the power of God. Power as a role model for every action taken, decision making, to be more confident in carrying out his profession, increasing the ability to attracts others, assigning a job, etc.
c. Manyamabraya	
Identity	A brotherhood culture of Balinese that inherited generations as the identity of the Balinese custom community
Appearance	Intangible.
Uniqueness	The concept of <i>manyamabraya</i> implemented in every life aspect of indigenous Balinese
Existence	Keep maintained by the support of the existing institutional system in Bali and the implementation is more flexible.
Indicators	Prioritizing brotherhood, upholding the principle of mutual cooperation, establishing cooperation both for the common good and for the benefit of individual cooperation. Care and maintain solidarity with others, looking for relationships because they feel they need each other, looking for relationships because they feel they need each other, make decisions based on mutual agreement, increase tolerance in life.

(Sitariet.al., 2016)

Job stress

Every individual cannot be separated from interdependence so that relationships are very important. In establishing this relationship, it certainly causes a reaction. Unwanted reactions or impacts can cause discomfort, triggering job

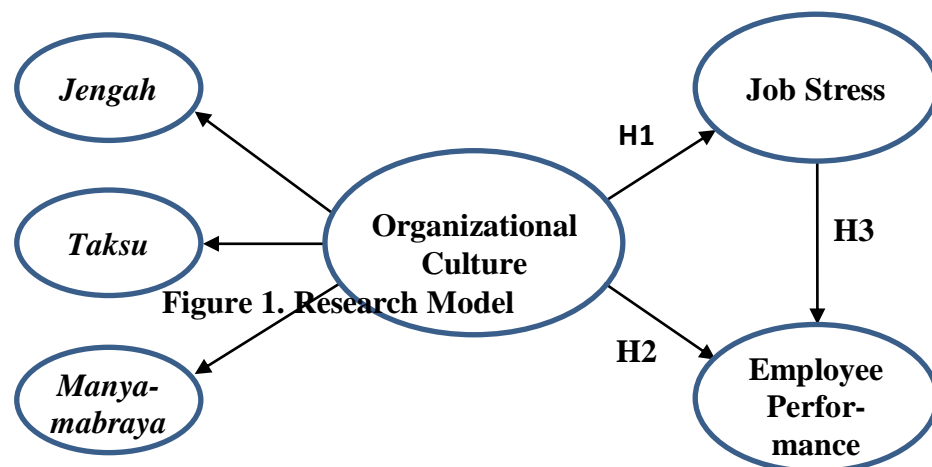
stress. Gibson et al (1996), states that job stress is an adjustment response mediated by individual differences and/or psychological processes which are a consequence of any external actions (environment), situations, or events that set excessive psychological and/or physical demands on someone. Stress occurs in many different situations but is very strong when a person's ability to control the demands of work is threatened. Insecurity about successful performance and fear of negative consequences resulting from performance failure can generate strong negative emotions from anxiety, anger, and irritation. Stress experiences are intensified if there is no help available from colleagues or supervisors at work. Therefore, social isolation and lack of cooperation increase the risk of prolonged stress in the workplace. Instead, the task of working with a high level of personal control and various skills, and a work environment with social relations that support, contribute to the welfare and health of workers. Job stress is measured by indicators referring to Mas Ud (2004) as follows: excessive workload, difficulty communicating with others, unclear job responsibilities, unable to do daily work, difficulties in maintaining relationships, roles in the organization interfere with family life, carry out roles that conflict with conscience.

Employee's performance

Employee's job performance is determined by individuals and the environment (Boyatzis, 2008). In this study what is meant by the environment is a culture of organization based on local culture. Local culture, in this case, is Balinese local culture, namely *jengah*, *taksu*, and *manyamabraya*. Based on the results of the research on organizational culture affect job stress and employee performance (Joiner, 2001; Li, 2001, Tayib, 2010, Mansor et al., 2010; Aribas, 2013, Kory, 2014, Olulana, 2015, Sitiari, 2016).

RESEARCH MODEL

Based on the theory and results of previous studies, this research model is presented in the figure 1.



Hypothesis:

H1: Organizational culture has a negative and significant effect on employee job stress

H2: Organizational culture has a positive and significant effect on employee performance

H3: Job stress has a negative and significant effect on employee performance

This research was conducted using a quantitative approach (positivist) which refers to the empirical-rational principles. The analysis begins with quantitative methods that aim to test general theories to produce specific findings through testing hypotheses. The process of collecting data uses research instruments, namely questionnaires.

This research conducted in Bali Province. The population in this studies are cooperatives employees in Bali. In 2017 has reached 22,067 people (data from the Central Statistics Agency of Bali Province, 2017). The number of samples used in this study was 175 people, in accordance with the requirements of SEM-PLS analysis (Hair et al. 2012). The sampling method uses proportional random sampling. The proportion of the sample was taken based on the number of regencies in Bali. The inferential analysis technique used is the SEM-PLS approach (Structural Equation Modeling based on covariance: Partial Least Square) (Solimun&Fernandes, 2017). The hypothesis is tested by t-test (t-test) with α 5%.

RESULTS

Characteristics of respondents

Table 2. Characteristics of Respondents

NO	Gender	Total	Persentase(%)
1	Male	106	60,6
2	Female	69	39,4
3	Total	175	100
No	Education	Total	Persentase (%)
1	Secondary school	111	64
2	Bachelor	54	30,9
3	Postgraduate	9	5,1
	Total	175	100
No	Ages	Total	Persentase (%)
1	< 20	4	2,3
2	21 – 30	53	30 %
3	31- 40	50	28 %
4	41-50	44	25,2%
5	51-60	20	11 %
	≥ 60	3	1,7%
	Total	175	

Source: Data processed

Evaluation of structural models through q-square predictive relevance (q^2)

Q-Square Predictive Relevance (Q^2) is a measure of how well the observations made give results to the research model. The Q^2 value ranges from 0 (zero) to 1 (one). The closer to the 0 value of Q^2 , gives an indication that the research model is getting worse, while the opposite is getting away from 0 (zero) and closer to the value of 1 (one), this means the research model is getting better. Criteria for the strength of the model are measured based on Q^2 according to Lathan and Ghazali (2012: 85) as follows: 0.35 (strong model), 0.15 (moderate model), and 0.02 (weak model). Q-Square formula is: $Q^2 = 1 - (1 - R^2)$. Criteria for the strength of the model are measured based on Q^2 according to Lathan and Ghazali (2012: 85) as follows: 0.35 (strong model), 0.15 (moderate model), and 0.02 (weak model).

The amount of Q-Square value is $1 - (1 - R^2) = 1 - (1 - 0.343) (1 - 0.377) = 1 - (0, 657) (0.623) = 1 - 0.409 = 0.590$, based on these results, the global model the estimation results are included in the strong criteria, meaning that 59 percent of the variation in endogenous constructs can be predicted by variations in exogenous constructs.

The results of the analysis show the relationship between variables shown in table 2.

Table 2 Direct Effect

Variables	Coefficients	Significances	Criteria
Organizational culture → Job stress	- 0.586	11.272	Significant
Organizational culture → Employee's performance	0.488	5.017	Significant
Job stress → Employee's performance	- 1.184	1.901	Insignificant

Source: data processed

Based on table 2 can be explained as follows

1. Based on the results of the analysis show the relationship between organizational cultures with job stress is negative and significant with a coefficient value of -0.589 and significance 11.272.
2. Based on the results of the analysis show a negative and significant relationship between organizational culture and the employee's performance with a significance of 5,017.
3. Shows the relationship of works stress with employee's performance has a negative relationship with a coefficient value of -0.184 and not significant.

The statistical t-test results are presented in the figure 2.

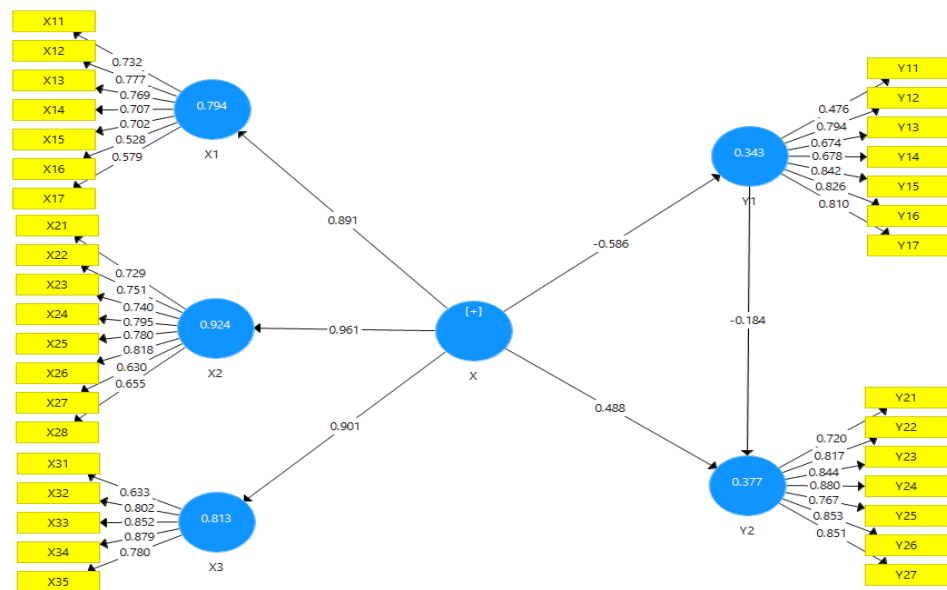


Figure 2.t-test Results

DISCUSSION

The effects of cultural value-based organizational culture on employee's job stress

The results of the analysis show the relationship between organizational culture and employee's job stress is negative and significant. This means that the stronger the organizational culture the lower employee's job stress. The organizational culture in this study is measured by an organizational culture based on Balinese local cultural values, namely the values contained in the concept of *jengah*, *taksu*, *menyamabraya*. *Jengah* is reflected by behaviors as follow: high enthusiasm to compete in a healthy manner, high motivation for achievement, enthusiasm to work hard to more achievement, strong will to learn, a desire to improve socio-economic status, working to produce something beneficial to fulfill desires or ambitions, a spirit to be superior to competitors. *Taksu* is reflected by behaviors as follow: having an internal strength that comes from the belief in the power of God, has the power as a role model for every action taken, using the principle of honesty in determining each decision, fell confident in carrying out his profession, able to produce something interesting for others, confidently possessing at work. *Manyamabraya* is reflected in the following attitudes: prioritizing brotherhood, mutual respect, and help in the joys and sorrows (*parasparossalunglungsabayantaka*), upholding mutual cooperation, cooperating both for the common good and for the benefit of individuals, caring and maintain solidarity with others, find relationships because they feel they need each other, make decisions based on mutual agreement, increase tolerance in life. The stronger organizational culture of cooperatives in Bali which is based on cultural values in the community,

namely the values contained in the concept of *jengah*, *taksu*, and *menyamabraya* can reduce employee's job stress. The results of this study are very relevant to the lives of Balinese people who cannot be separated from culture.

The results of this study support previous research that found that organizational culture that is not in accordance with the local culture values can cause employee's job stress and impact on employee's performance (Joiner, 2001; Tayib, 2010), and a rational organizational culture reduce job stress so that create a strong competitiveness (Ramarumo, 2015). The rational organizational culture in question is a culture that does not violate the norms or values that apply in the community.

The effect between local culture values-based organizational culture and organizational performance

Based on the results of the analysis showing the influence of organizational culture based on Balinese cultural values on organizational performance has a positive and significant effect. This means that organizational culture in accordance with cultural values in the community will be stronger and able to improve employee's performance. The results of this study support previous research conducted in China which found that Guanxi culture practiced in running a business has a positive and significant effect on performance (Aribas 2013). The Guangxi culture in China has the same meaning as the local culture (*menyamabraya*) in Bali. Arribas (2013) found that Guanxi culture is a local culture in China which considers that brotherhood not only from blood relations, but all human kin are brothers. The Guanxi culture turns out to have the same meaning as the equality, but the Guanxi culture places more emphasis on finding relationships for the purpose of doing business, while the culture of equality emphasizes togetherness as social capital. The culture of *manyamabraya* in Bali has the same meaning as Guanxi culture in China but different implementation.

Research conducted by Korry (2014) found organizational culture based on Balinese cultural values able to improve organizational performance. Sitiari (2016) has proven that the values contained in the concepts of *jengah*, *taksu*, and *manyamabraya*, valid and reliable in reflects Balinese culture positively and significantly influence organizational performance. This research is able to explain that organizational cultural values that are in harmony with local culture are able to improve performance, because employees are able to adapt to the culture at work. The culture of *jengah*, *taksu*, and *manyamabraya* if associated with the theory of Hopsetede Culture (1990) in (Kreitner and Kinicki (2005) dimensions of the long term orientation implies almost the same culture, masculine-feminism dimensions in accordance with the concept of *taksu*, and dimensions of individualism collectivism is in accordance with the culture of mutual friendship.

The effect between job stress and organizational performance

Based on the results of the analysis, the relationship between job stress and employee's performance is negative and insignificant. This means that the

higher employee's job stresses the employee's performance decreases. Insignificant relations can be caused by a fact that stress also needed in the work. The results of this study do not support previous studies of Mansor et al. 2010; Olulana, 2015; Khusaeni et al., 2013 which found stress did not affect employee's performance. It can be caused by previous studies that have not included cultural elements in the community as antecedents of stress. Job stress only measured by internal factors, despite external factors such as culture, it also determines employee stress.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

A local cultural values-based organizational culture gives negative and significant effect on employee's job stress. This means that the stronger an organizational culture, the more stressed employees on cooperatives in Bali. The organizational culture in this study is measured by an organizational culture based on Balinese cultural values. Stress will decrease if the culture in an organization is in accordance with community cultural values because different cultures cause differences in responding the job stress.

A local cultural values-based organizational culture gives a positive and significant effect on organizational performance. This means that organizational culture in accordance with community cultural values will be stronger and able to improve employee's performance in cooperatives in Bali. Developed countries in the world such as Japan which is famous for the PDCA method and China are very successful with Guanxi culture, supported by its culture.

The influence of job stress on the cooperative employee's performance shows a negative and insignificant relationship. This means that the higher cooperative employee's job stresses the more decrease in employee's performance but are not significant. Local culture has a significant role to improve employee's performance. A non-significant relationship can be caused by the fact that a certain level of stress is also needed in the work.

Recommendations

Based on the analysis results a local culture values-based organizational culture is able to reduce job stress and improve employee's performance. To improve the employee's performance of cooperatives in Bali should be supported by an organizational culture that reflects the values of Balinese culture. In this case, the values are *jengah*, *taksu*, and *manyamabraya*. The implementation can be realized by creating a positive competitive culture for employees. This form of competition culture can be done by giving awards to those who have an excellent achievement so that a sense of *jengah* could motivate other employees. The concept of *taksu* shows how Balinese society relates to His Lord. The Balinese strongly believe that success by inseparable of God's intervention. The implementation of the *taksu* concept in Bali before carrying out activities should began with praying for blessing and safety before Ida Sang

Hyang Widhi (the name of God in Hinduism in Bali) who can improve inner power, confidence and uphold the principle of honesty. Honesty is meant to do something right correctly so that it can achieve better performance.

The culture of *menyambra* in Bali should be implemented as in China, which is a social capital that is more focused on finding relationships for business purposes. Future research needs to be examined on how cultural values in society are practiced by managers in an organization.

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