

## Analysis of the Influence of Work Stress as Moderation between Organizational Culture and Employee Performance



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**ABSTRACT:** The employee's inability to deal with stress and allow it to drag on results in the mental and emotional state of the employee, which will eventually affect his performance. Organizational culture becomes a part of the life of an organization that affects the attitudes, behavior, and performance of employees in achieving organizational goals. This study aims to analyze the influence of work stress as a moderation between organizational culture and employee performance in medical device companies. The type of research used is descriptive quantitative, and explanatory research. This research was conducted at PT Sumut Jaya Makmur, in April 2022. The total population in this study was 102 people, with sampling techniques using a total sample. Data collection techniques use questionnaires and in-person interviews. The research instrument carried out validity and reliability tests. The data analysis was used using univariate, bivariate, and multivariate analysis, namely multiple regression tests, determinant coefficients, F tests, and T-tests  $< > >$ . Organizational Culture partially has a positive and significant effect on the performance of PT Sumut Jaya Makmur. The dominant work stress variable in improving performance at PT Sumut Jaya with a calculated value of  $> \text{table } (6.203 > 2.5)$  with a significant value of  $0.009 < 0.05$ . In conclusion, work stress and organizational culture simultaneously have a positive and significant effect on employee performance at PT Sumut Jaya Makmur with a coefficient of determination (R<sup>2</sup>) value of 82%, the remaining 18% is explained by independent variables that are not studied, leadership, motivation, and others.

**KEYWORDS:** stress, culture, performance, work.

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### I. INTRODUCTION

Employees can experience work stress if the work they are responsible for is beyond their abilities. The employee's inability to deal with stress and allow it to drag on results in the mental and emotional state of the employee, which will eventually affect his performance (1); (2). Organizational culture is the basic values in an organization that are believed by all members of the organization, organizational culture becomes part of the life of an organization that affects the attitudes, behavior and performance of employees in achieving organizational goals. Organizational culture serves as a source of energy in achieving high performance, where a strong organizational culture can be a supporting factor for the performance of organizational members. Employee performance is one of the factors that determine the success of the company. Employee performance is the level towards the implementation of duties and responsibilities that contribute to the production of goods and services or administrative tasks (3). This study aims to analyze the influence of work stress as a moderation between organizational culture and employee performance in medical device companies.

### II. LITERATUR REVIEW

Work stress can help or damage an employee's performance, depending on how much stress level it is. Previous research from Dewi, et al (2014) and Framelita, (2017), showed that work stress has a negative and significant influence on employee performance (4); (5). In contrast to the results of Ahmad's research (2019), where the results of his research state that (2); (6), work stress does not have a significant effect on employee performance. This explains that if work stress increases or decreases, it does not affect employee performance. Culture will indicate the rules of the game that apply in a group or organization. Organizational culture allows for changes due to adjustments to circumstances to the rules of the game. The rules of the game are formed differently which then if it is felt that it has a match to run, it will be passed on to the next generation (7): (8).

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Organizations with a strong culture will influence the behavior and effectiveness of employee performance (9). The performance of the employee will proceed by the culture he adheres to in the organization (10). In addition, the application of culture in a company will also shape the character of its employees by itself in carrying out their duties and achieving the goals of the company (11).

### III. RESEARCH METHODS

The type of research used is descriptive quantitative, and explanatory research. This research was conducted at PT Sumut Jaya Makmur, in April 2022. The total population in this study was 102 people, with sampling techniques using a total sample. Data collection techniques use questionnaires and in-person interviews. The research instrument carried out validity and reliability tests. Data analysis used using univariate, bivariate, and multivariate analysis, namely multiple regression tests, determinant coefficients, F tests, and T-tests.

### IV. RESULT AND DISCUSION

**Table 1. Characteristics of Respondents by Gender**

No	Gender	Sum	Percentage
1	Perempuan	42	41.18%
2	Laki-laki	60	58.82%
	<b>Total</b>	<b>102</b>	<b>100%</b>

Source: Research Data Processing Results, 2022

**Table 2. Karakteristik Responden Berdasarkan Usia**

No	Usia	Sum	Percentage
1	< 25 years	45	44.12%
2	25-30 years	24	25.81%
3	36- 40 years	21	22.58%
4	>40 years	12	12.90%
	<b>Total</b>	<b>102</b>	<b>100%</b>

Source: Research Data Processing Results, 2022

**Table 3. Characteristics of Respondents Based on Education Level**

No	Education Level	Sum	Perscentage
1	SMA	26	25.49%
2	D3	16	17.20%
3	Strata 1 (S1)	53	56,99%
4	Strata 2 (S2)	2	2.15%
5	Lainnya	5	5.38%
	<b>Total</b>	<b>102</b>	<b>100%</b>

Source: Research Data Processing Results, 2022

**Table 4. Characteristics of Respondents Based on Length of Service**

No	Service Life	Sum	Perscentage
1	< 3 years	4	4.30%
2	3-6 years	29	31.18%
3	7-10 years	57	55.88%
4	>10 years	12	12.90%
	<b>Total</b>	<b>93</b>	<b>100%</b>

Source: Research Data Processing Results, 2022

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Pada tabel 1, dapat dilihat bahwa dari 102 responden dalam penelitian ini sebanyak 42 (41.18%) responden adalah karyawan yang berjenis kelamin perempuan, sedangkan 60 (58.82%) responden adalah karyawan yang berjenis kelamin laki-laki. Hal ini disebabkan karena dari segi jenis penjualan alat kesehatan memerlukan banyaknya tenaga yang masih produktif. Oleh sebab itulah karyawan PT. Sumut Jaya Makmur di dominasi oleh karyawan berjenis kelamin laki-laki.

On the table. 2, it can be concluded that of the 93 respondents in this study as many as 45 (44.12%) respondents were employees under the age of 18-25 years, 24 (25.81%) respondents were employees aged 26-35 years, 21 (22.58%) respondents were employees aged 36-40 years, and 12 (12.90%) respondents were employees over 40 years. This is because in terms of the type of sales of musical instruments requires a lot of productive personnel and fresh graduates so that it is believed that it can further increase the purchasing power of consumers.

On the table. 3, it can be concluded that of the 102 respondents in this study as many as 27 (25.49%) respondents were those with high school education, 16 (17.20%) respondents were those with D3 education, 53 (55.99%) were those with S1 education, 2 (2.15%) respondents were those with S2 education, while 5 (5.38%) were those with other education. This is because in terms of sales, of course, you must have certain skills or expertise that aim to attract the attention of customers. Therefore, employees of PT Sumut Jaya Makmur are donated by employees who have an S1 education level.

In Table 4, it can be concluded that of the 102 respondents in this study as many as 4 (4.30%) respondents were those who had a working period of under 3 years, as many as 29 (31.18%) respondents were those who had a service life of 3-6 years, 57 (55.88%) respondents were those who had a service life of 7-10 years and 12 (12.90%) respondents were those who had a working period of more than 10 years. This is because the employee has worked in accordance with the field he has. Therefore, employees of PT Sumut Jaya Makmur are donated by employees who have a service period of between 7-10 years.

**Tabel 5. One-Sample Kolmogorov-Smirnov Test One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		102
Normal Parameters <sup>a,b</sup>	Mean	,0090090
	Std. Deviation	3,70351209
	Absolute Most	,080
Extreme Differences	Positive	,069
	Negative	-,080
Kolmogorov-Smirnov Z		,773
Asymp. Sig. (2-tailed)		,580

In table 5. Showing Kolmogorov-Smirnov (K-S) values with Asy p.sig (2-tailed) of 0.580 above 0.05 then the models tested in this study are normally distributed.

**Table 6. Multicollinearity Test Results**

Model	Collinearity Statistics	
	Tolerance	VIF
Stress_Work	,473	2,112
Organizational culture	,473	2,112

In table 6. Variable results Work stress and Organizational culture VIF value is less than 10 and tolerance is close to 1. This indicates no symptoms of multicollinearity occur.

**Table 7. Glejser Test Results Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	6,088	1,576		3,864	,009
Stress_Work	-,074	,046	-,241	-1,616	,109
Organizational culture	,003	,053	,009	,063	,951

Source: Research Data Processing Results, 2022

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In table 7. It can be seen that the significance level in the test- glejser is above 5% or 0.05. This shows that the variables of work stress and organizational culture do not occur heteroskedasticity.

**Table 8. Multiple Linear Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	
(Constant)	6,095	1,576	
1 Stress_Work	-,065	,046	-,241
	,004	,053	,009

Source: Research Data Processing Results, 2022

Based on table 8. Hence the multiple linear regression equation in this study as follows:  $Y = 6,095 - 0,065 X1 + 0,004X2$ .

1. The regression constant value of 6,095 means that if work stress (X1) and organizational culture (X2) = 0 then performance will increase by 6,095.
2. The regression coefficient X1 for the work stress variable is negatively valued at 0.065 meaning that the influence of the work stress variable is in the same direction as the performance improvement. This shows that work stress variables have a negative influence in improving performance. Partially the variables of work stress affect performance, that is to say, the variables of work stress are quite decisive in improving performance.
3. The X2 regression coefficient for the organizational culture variable is positively valued at 0.004 meaning that the influence of the organizational culture variable is in the same direction as the performance improvement. This shows that the variable Organizational culture has a positive influence in improving performance.

**Table 9. Coefficient of Determination Value (R Square) Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,827 <sup>a</sup>	,889	,822	3,54444

Source: Research Data Processing Results, 2022

Based on table 9. Above the adjusted R Square value is 0.822, meaning that the ability of the work stress variable (X1) and organizational culture(X2) can explain the variation of performance is 82%, the remaining 18% is explained by unexperienced independent variables such as compensation and work discipline.

**Table 10. Simultaneous Hypothesis Testing Results / F Test**

ANOVA <sup>a</sup>					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2725,956	2	1362,978	98,021	,001 <sup>b</sup>
	1261,872	90	14,021		
1 Residual	3987,828	92			

Source: Research Data Processing Results, 2022

In table 10. obtained results F Calculate 98.021 while F Table on  $\alpha = 0.05$  with numerator degree 2 and denominator degree 90 obtained F table 3.10 from this result it is known F calculate > F table, and significance 0.001 or less than  $\alpha = 0.05$  so the position of the significance test point is in the area of rejection H0 or it can be concluded that H1 is accepted which means that the variables of work stress and organizational culture together have a positive and significant effect on performance.

In table 11. Partial test results obtained as follows:

1. The calculated t value for the work stress variable (5.127) is greater than the table t value (2.5), or the sig t value for the work stress variable (0.009) is smaller than alpha (0.05). Based on the results obtained, it rejects Ho and accepts H1 for the variable work stress. Thus, partially work stress has a positive and significant effect on performance. This gives the meaning that work stress has a real effect in improving performance.

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2. The calculated t value for the Organizational culture variable (6.203) is greater than the table t value (2.5), or the sig t value for the organizational culture variable (0.023) is smaller than alpha (0.05). Based on the results obtained, it rejects H0 and accepts H1 for organizational culture variables. Thus, partially organizational culture has a positive and significant effect on performance. This means that the existence of organizational culture has an impact on improving performance.

**Table 11. Hypothesis Test Results Partially / Test t**

Model	Coefficients <sup>a</sup>			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)1	1,570	2,568		,611	,543
Stress_Work	,334	,075	,385	5,127	,009
Budaya_organisasi	,507	,087	,503	6,203	,023

**Source:** Research Data Processing Results, 2022

The Citra variable has a calculated t value of 3,622 and a t table value of 1.977, then the calculated value of  $t > t$  tabel at  $\alpha = 5\%$  ( $3,622 > 2,627$ ) with a significant value of 0.000 is smaller than 0.05 ( $0.00 < 0.05$ ), so the results of this study H0 rejected H1 were accepted. Thus, it can be concluded that the Citra variable (X2) partially has a significant effect on Patient Loyalty (Y) at Royal Prima Hospital Medan. The results showed that the Citra variable partially had a significant effect on Patient Loyalty at Royal Prima Hospital Medan. The results of this study are in line with the research hypothesis which states that the Hospital Image has a significant effect on Patient Loyalty at Royal Prima Hospital Medan. The results of this study are by research conducted by Eka Widya (2021), which found that the image of the hospital has a significant effect on loyalty (20). This means that the higher the hospital's image according to the patient's perception, the higher the loyalty of the hospital patient (21). The image of the hospital is a variable that can affect patient loyalty. The image of the hospital is the patient's perception of the quality related to the brand or company name (19).

At the company level, the image of a hospital is defined as a perception of an organization that is reflected in the patient's memory (22). Royal Prima Medan Hospital is a company that has a good image in the eyes of patients, both the image of the brand and the image of the hospital, so that it can influence the patient's perception that the hospital service is a quality service so that it has greater product performance and benefits. Hospital services that are believed to be able to provide greater comfort and benefits will certainly be better maintained by patients, so they do not want to change to other hospital services, even though they offer cheaper medical expenses.

## CONCLUSIONS

The test results partially showed that the service quality variable and the Citra variable had a calculation of 4,522 and 3,622 with a table t value of 1,977, then the calculated  $>$  table value at  $\alpha = 5\%$  ( $4,522$  and  $3,870 > 2,627$ ), with significant values of 0.002 and 0.000 smaller than 0.05 ( $0.002$  and  $0.000 < 0.05$ ) so that the H0 research results were rejected and H1 was accepted. Thus, it can be concluded that the service quality variables (X1) and image variables (X2) partially have a significant effect on Patient Loyalty (Y) at Royal Prima Hospital Medan. The results of simultaneous testing showed that the variables of Service Quality (X1) and Image (X2) had a significant effect on Patient Loyalty (Y) at Royal Prima Hospital Medan. The value of the coefficient of determination is 46%, while the remaining 64% is a variation of other variables that were not studied in this study, such as discipline, leadership, and so on. The result of the value of the coefficient of determination (Adjusted R Square) is 0.460. This shows that 46% of patient loyalty variables (Y) can be explained by the service quality variable (X1) and image variable (X2), while the remaining 64% are variations of other variables that are not explained in this study, for example, discipline, leadership, and so on.

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