

The Impact Of Work Stress As Moderator Between Organizational Culture And Employee Performance At Musical Equipment Company In Medan

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Abstract – Employees can experience job stress if the work they are responsible for is beyond their abilities, affecting their performance. Organizational culture can help improve employee performance by creating high work comfort for employees to give their best. This study aims to analyze the impact of work stress as a moderation between organizational culture and employee performance. This research approach is quantitative explanatory research conducted at PT Citra Perdana Sejahtera (Medan Musik), West Medan, in December 2022. The population of all employees totaled 102 people; the sampling technique used saturated sampling. Data analysis using the SPSS version 21 program, the test used is multiple regression, the coefficient of determination (R^2), the F test, and the t-test with a significant limit of 0.05. The results showed that the work stress variable partially had a positive and significant effect on employee performance with a t-count value of $4.486 \geq t$ table 2.5 with an essential matter of $0.000 \leq 0.05$. Organizational culture variables partially have a positive and significant effect on employee performance with a t-count value of $5.816 \geq t$ table 2.5 with an essential value of $0.001 \leq 0.05$. Job Stress and Organisational Culture positively and significantly affect employee performance at PT Citra Perdana Sejahtera (Medan Musik) with an f-count weight of $97.029 \geq f$ -table 3.10 with a significant deal of $0.00 \leq 0.05$. In conclusion, based on partial and simultaneous tests, work stress and organizational culture variables have a relationship with employee performance with a coefficient of determination (R^2) value of 65%; the remaining 35% is explained by independent variables not examined in this study, such as work environment, compensation, and others.

Keywords – Work Stress, Organizational Culture, Performance.

I. INTRODUCTION

Today, stress has become a significant management problem globally; three out of five people state that work stress is directly related to acute and chronic health problems (1). Occupational health is part of health science and its practice in curative, preventive, promotional, and rehabilitative health maintenance so that the labor community and the general public are protected from occupational hazards and obtain the highest degree of health to work productively (2). Stress is a mental strain that disrupts a person's emotional state thought process, and physical condition (3). Usually, stress is caused by various factors, both from within and outside the work environment. Employees can experience job stress if the work they are responsible for is beyond their abilities (4). The inability of employees to deal with stress and let it drag on results in mental and emotional conditions of employees, which will ultimately affect their performance (5).

Organizational culture is one of the references for employees to work in total and provide optimal service (6); (7). Corporate culture can help improve employee performance (8) by creating high work comfort for employees to give their best abilities (9). In reality, implementing the organizational culture is a challenging job (10). If the culture applied in the company is too binding on employee freedom, there will be job dissatisfaction, leading to work stress and affecting employee performance. This study aims to analyze the impact of job stress as a moderation between organizational culture and employee performance.

II. RESEARCH METHODS

This research approach is quantitative explanatory research, conducted at PT Citra Perdana Sejahtera (Medan Musik), West Medan December 2022. The population of all employees totalling 102 people, the sampling technique uses saturated sampling.

The research variables studied were:

Table 1: Identification & Definition of Research Variables

Variable	Defi	Indicators	Ratio Scale
Work Stress (Z)	Stress is a condition of tension that affects a person's emotions, train of thought and physical condition. (11).	<ol style="list-style-type: none"> 1. Workload that is perceived to be too 2. Urgent work time 3. Low quality of work supervision 4. Unhealthy work climate 5. Inadequate work authority in relation to responsibilities. 6. Work conflict 7. Value differences between employees 8. with leaders who are frustrated at work. 	Likert
Culture Organisation (X)	Organisational culture can be defined as a system of values, beliefs, assumptions, or norms that have long been in place, agreed upon and followed by the members of an organisation as a guide to behaviour and harassment of organisational problems. (9).	<ol style="list-style-type: none"> 1. Leadership style 1. leadership style) 2. Communication patterns 3. Decision making style 4. Use of information 5. Use of electronic communication as 6. Use of electronic communication as a vehicle for information sharing, decision making and relationship building. 7. Norms and behaviour 	Likert
Performance (Y)	Performance is the real behaviour that each person displays as work performance produced by employees in accordance with their role in the company. Employee performance is something that is very important dalam upaya perusahaan untuk mencapai tujuannya (12).	<ol style="list-style-type: none"> 1. Amount of work 2. Quality of Work 3. Timeliness 4. Attendance 5. Co-operation Skills 	Likert

Data analysis using the SPSS version 21 programme, tests used multiple regression, coefficient of determination (R²), F test and t test with a significant limit of 0.05.

III. RESEARCH RESULTS

Table 2 Characteristics of respondents

Variable	Sub-Category	n	Percentage
Gender	Female	42	41.18%
	Male	60	58.82%
	Total	102	100%
Age	< 25 years	45	44.12%
	25-30 years	24	25.81%
	36- 40 years	21	22.58%
	>40 years	12	12.90%
	Total	102	100%
Education Level	SMA (Senior High School)	26	25.49%
	D3 (Diploma Three)	16	17.20%
	Bachelor's degree (S1)	53	56.99%
	Master's degree (S2)	2	2.15%
	More	5	5.38%
	Total	102	100%
Period of Service	< 3 years	4	4.30%
	3-6 years	29	31.18%
	7-10 years	57	55.88%
	>10 years	12	12.90%
	Total	93	100%

In Table 2. it can be seen that out of 102 respondents in this study, 42 (41.18%) respondents were female employees, while 60 (58.82%) respondents were male employees. Age of respondents, as many as 93 respondents in this study, 45 (44.12%) respondents were employees aged under 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. Level of education, as many as 102 respondents in this study, 27 (25.49%) respondents had a high school education, 16 (17.20%) respondents had a D3 education, 53 (55.99%) had a S1 education, 2 (2.15%) respondents had a S2 education, while 5 (5.38%) had other education. Length of service, 4 (4.30%) respondents have a length of service below 3 years, 29 (31.18%) respondents have a length of service of 3-6 years, 57 (55.88%) respondents have a length of service of 7-10 years and 12 (12.90%) respondents have a length of service of more than 10 years.

Table 3. Descriptive Analysis of Research

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Stress_Work	102	24,00	60,00	45,4194	7,59193
Culture_Organisation Performance	102	18,00	49,00	39,8172	6,53244
Valid N (listwise)	102	15,00	45,00	36,9570	6,58376
	102				

Source: Results of Research Data Processing, 2022

From Table 3, it can be seen that the work stress variable has the lowest answer value of 24 and the highest answer value of 60 and an average answer value of 45.41 with a standard deviation of 7.591. The organisational culture variable has the lowest answer value of 18 and the highest answer value of 49 and an average answer value of 39.81 with a standard deviation of 6.532. The performance variable has the lowest answer value of 15 and the highest answer value of 45 and an average answer value of 36.95 with a standard deviation of 6.583.

Table 4. Multiple Linear Analysis

Coefficients ^a			
Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	6,087	1,576	
Stress_Work	-,072	,046	-,241
Organisational culture	,003	,053	,009

a. Dependent Variable: ABS_RES

Source: Results of Research Data Processing, 2022

Based on Table 4. then the multiple linear regression equation in this study is as follows:

$$Y = 6,087 - 0,072 X_1 + 0,003X_2$$

1. The regression constant value of 6.087 means that if work stress (X1) and organisational culture (X2) = 0 then performance will increase by 6.087.
2. The regression coefficient X1 for the work stress variable is negative 0.072, meaning that the effect of the work stress variable is in the direction of improving performance. This shows that the work stress variable has a negative influence in improving performance. Partially, the work stress variable affects performance, which means that the work stress variable is quite decisive in improving performance.
3. The regression coefficient X2 for the organisational culture variable is positive 0.002, which means that the effect of the organisational culture variable is in the same direction as performance improvement. This shows that the organisational culture variable has a positive influence in improving performance.

Table 5. Coefficient of Determination (R Square)

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,827 ^a	,684	,654	3,544

Source: Results of Research Data Processing, 2022

Based on Table 5. above the adjusted R Square value is 0.654, meaning that the ability of work stress variables (X1) and organisational culture (X2) to explain variations in performance is 65%, the remaining 35% is explained by independent variables not examined such as compensation and work discipline.

Table 6. Results of simultaneous hypothesis testing / F test

ANOVA^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2725,956	2	1362,978	97,209	,000 ^b
	1261,872	90	14,021		
	3987,828	92			
Residual					

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Budaya_organisasi, Stres_Kerja

Source: Research Data Processing Results, 2022

In Table 6. obtained the result F Count 97.029 while F Table at $\alpha = 0.05$ with the degree of numerator 2 and the degree of denominator 90 obtained F table 3.10 from this result known F calculate > F table, and significance 0.000 or less than $\alpha = 0.05$ so the position of the significance test point is in the rejection region H0 or can be concluded H1 It is accepted which means that the variables of work stress and organizational culture together have a positive and significant effect on performance.

Table 7. Partial Hypothesis Test Results / t Test

Coefficients^a					
Model	B	Std. Error	Beta	t	Sig.
(Constant)	1,570	2,568		,611	,543
Stres_Kerja	,334	,075	,385	4,486	,000
Budaya_organisasi	,507	,087	,503	5,816	,001

a. Dependent Variable: Kinerja

Source: Research Data Processing Results, 2022

Pada Tabel 7. Hasil uji parsial diperoleh hasil sebagai berikut:

1.The calculated t value for the work stress variable (4.486) is greater than the table t value (2.5), or the sig t value for the work stress variable (0.000) is smaller than alpha (0.05). Based on the results obtained, it rejects Ho and accepts H1 for the work stress variable. Thus, work stress partially has a positive and significant effect on performance. This means that work stress has a real effect on improving performance.

2. The calculated t-value for the organizational culture variable (5.816) is greater than the table t-value (2.5), or the t-sig value for the organizational culture variable (0.001) 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.

IV. DISCUSSION

The Effect of Work Stress and Organizational Culture on Performance

The results of the study obtained F-count results of $97.029 \geq F\text{-table } 3.10$ and significance values of 0.000 or less than $\alpha = 0.05$ so the position of the significance test point is in the rejection region 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. The organization has a positive and significant effect on employee performance. This shows that work stress and organizational culture have a real effect on improving performance. Performance is a combination of ability, effort, and opportunity that can be judged by the results of his work. The performance of an employee is an individual thing, because each employee has a different level of ability in doing their duties. Management can measure employees for their performance based on the performance of each employee.

Effects of Work Stress on Performance

The results of the study obtained that the variables had a positive and significant effect on performance at PT. Citra Perdana Sejahtera (Medan Musik) with a t-count value of 4.486 and a t-table value of 2.5, then a t-count value of $t\text{-table} > (4.486 > 2.5)$ with a significant value of $0.000 < 0.05$. Based on these results, the hypothesis of this study proved correct. The stress experienced by employees due to the environment they face will affect their performance and job satisfaction. If work stress is too high performance begins to decline, because work stress intervenes in performance. An employee loses the ability to cope, becomes unable to make decisions, and this affects behavior. The onset of work stress can be caused by excessive workload (13); (14). The results of this study are supported by Framelita Mariana (2017), stating that work stress affects the performance of employees of state wealth services and Manado auctions with significant and negative coefficient values, sig values of $0.032 < 0.05$ (15). Work stress is an adaptive response, limited by individual differences and psychological processes, i.e. the consequences of any activity (environment), situation or external event that imposes excessive psychological or physical demands on a person in the place where the individual is located (16).

The Influence of Organizational Culture on Performance

The results of the study found that organizational culture variables have a positive and significant effect on the performance of PT. Citra Perdana Sejahtera (Medan Musik) with a calculated value of 5.816 and a table t value of 2.5, then a calculated value of $> t\text{table} (5.816 > 2.5)$ with a significant value of $0.001 < 0.05$. Based on these results, the hypothesis of this study proved correct. Organizational culture has an important impact on long-term economic performance. Organizational culture is an even more important factor in determining organizational success or failure. Organizational culture often hinders long-term financial performance. Organizational culture develops easily in organizations full of rational and astute people. Although powerful to change, organizational culture can be created to further improve performance. The results of this study are in line with Wardani (2016), who conducted research at PT Karya Indah Buana Surabaya, stating that the results of partial and simultaneous analysis showed the relationship between organizational culture variables and employee performance with a sig value of $0.000 \leq 0.05$ (9). Organizational culture is the framework that guides daily behavior and makes decisions for employees and directs actions to achieve organizational goals (17). Organizational culture as a tool of values, beliefs and understanding needed and owned by its members. A successful organization will appear to have a strong culture that attracts, nurtures and rewards people who succeed in performing their roles and achieving their goals (8).

V. CONCLUSION

Based on the results of research and discussion described in the previous chapter, it can be concluded that the variable of work stress partially has a positive and significant effect on employee performance with a t-count value of $4,486 \geq \text{table } 2.5$ with a significant value of $0.000 \leq 0.05$. Organizational Culture partially has a positive and significant effect on employee performance with a t-count value of $5,816 \geq \text{table } 2.5$ with a significant value of $0.001 \leq 0.05$. Work Stress and Organizational

Culture simultaneously have a positive and significant effect on employee performance at PT. Citra Perdana Sejahtera (Medan Musik) with an f-count value of $97.029 \geq f_{table} 3.10$ with a significant value of $0.00 \leq 0.05$. The value of the Coefficient of Determination (R²) is 65%, the remaining 35% is explained by independent variables that are not studied.

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