



## THE INFLUENCE OF ORGANIZATIONAL CULTURE AND WORK STRESS ON EMPLOYEE PERFORMANCE IN PT SETIA SEJAHTERA PERKASA

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### ABSTRACT

The purpose of this study was to determine the effect of organizational culture and job stress on employee performance at PT Setia Sejahtera Perkasa.

The research method used in this research is descriptive with a quantitative approach. The population was 49 people. The sampling technique using saturated samples so that the number of samples in this study was 49 respondents. Data analysis techniques using multiple regression.

The results showed that: (1) There is a positive and significant influence of organizational culture variables on the performance of employees of PT Setia Sejahtera Perkasa with a  $t_{count} > t_{table}$  value, namely  $7.315 > 2.013$  and a significance value = 0.000 which is below 0.05. (2) There is a positive and significant effect of work stress variables on the performance of employees of PT Setia Sejahtera Perkasa with a  $t_{count} > t_{table}$  value, namely  $8.151 > 2.013$  and a significance value = 0.000 which is below 0.05. (3) There is a positive and significant influence of organizational culture and work stress variables on the performance of employees of PT Setia Sejahtera Perkasa with the value of  $F_{count} > F_{table}$  value, namely  $40.302 > 3.20$  and a significance value = 0.000 which is below 0.05.

***Keyword: Organizational Culture, Work Stress, Performance.***

## **I. INTRODUCTION**

### **A. Research Background**

A company or business entity is established to achieve a goal. To achieve a goal, every company is influenced by the behavior and attitudes of the people in the company. In accordance with the work units contained in the company's organization, each unit is assessed for its performance, so that the performance of human resources contained in the unit is assessed objectively. In principle, the performance of organizational units where a person or group of people are in it is a reflection of the performance of the human resources concerned. Human resource management identifies, maintains, develops and utilizes the abilities of employees who work for the company (Fauzan et al., 2023).

To find out employee performance, special activities are needed. Employee performance is basically the result of employee work during a certain period. These thoughts are compared with targets or goals that have been agreed upon. Of course, the research still considers various circumstances and considerations that affect this performance. Performance is employee behavior in contributing to the achievement of organizational goals with indicators of carrying out routine tasks, carrying out additional tasks, and carrying out voluntary behavior (Fauzan et al., 2023). Employee performance has a big share in the progress of the company. Performance has an important meaning, with a performance appraisal it means that employees get attention from superiors, besides that it will increase employee morale because with this performance appraisal it is possible for outstanding employees to be promoted, developed, and rewarded for achievements, otherwise employees who are not performing well will be demoted.

Many factors affect employee performance both from within and from the organizational environment where employees work, including effectiveness and efficiency, authority (authority), discipline, initiative, organizational culture, work stress, training, creativity, commitment, morale. These factors should be considered by the leader so that employee performance can be optimal.

Organizations that have a positive culture will show a positive image as well. Organizations are not only social groups in the form of communities or companies but organizations can also be broader legal entities that contain other communities or companies (Febrian et al., 2023). Organizational culture grows through an evolutionary process of ideas created by the founder of the organization and then instilled in its followers. Organizational culture grows and develops by instilling through a process of learning and experience. The organizational culture at PT Setia Sejahtera Perkasa is certainly influenced by every individual in the company, which aims to improve communication and good cooperation between employees as well as superiors and subordinates. However, the existing conditions and situations do not support the implementation of organizational culture to run well. It can be seen from the fact that there are still some employees who leave work without having a clear purpose, often arrive late and leave early from the set time, lack of cooperation of employees in carrying out urgent tasks so that the results are less than satisfactory.

To implement an organizational culture is not an easy job. If the culture applied in the company is too binding on employee freedom, there will be job dissatisfaction which leads to employee work stress.

Job stress is also one of the factors that affect employee performance. Stress has positive and negative impacts. The positive impact of stress at low to moderate levels is functional in the sense that it acts as a driver of improved employee performance, while the negative impact of stress at high levels is that employee performance decreases markedly. This condition occurs because employees will use more energy to fight stress than to perform their tasks or work. Usually stress is caused by various factors, both from within and outside the work environment.

The ability of each employee to handle stress is not always the same, depending on the employee's endurance. If the employee has high endurance, then he will be able to cope with stress, which is different from people with low endurance. The inability of employees to deal with stress and let it drag on results in the mental and emotional state of the employee, which will ultimately affect their performance.

Based on initial observations, the phenomenon that occurs regarding employee performance at PT Setia Sejahtera Perkasa is that there are still many employees who have not done their work on time, do not carry out company regulations properly, and there are still employees who do not do their work seriously, the amount of work that results in work stress, it makes employee performance not optimal. If employee performance is not optimal, it will be difficult to achieve a goal set by the company.

One of the work stress that occurs at PT Setia Sejahtera Perkasa is the amount of work that makes the physical condition of employees decrease or makes employees become stressed because of busy work so that the possibility of errors made by employees. The amount of work required by the company is one form of achieving company targets. However, the targets and standards set by the company actually cause stress for employees if they are considered too burdensome for employees and can reduce performance.

Based on the background of the above problems, the researcher is interested in conducting scientific research with the title: **“The Effect of Organizational Culture and Work Stress on Employee Performance at PT Setia Sejahtera Perkasa”**.

## **B. Research Background**

Based on the background of the problem, the problem formulations in this study are:

1. Is there an influence of organizational culture on employee performance at PT Setia Sejahtera Perkasa?
2. Is there an effect of work stress on employee performance at PT Setia Sejahtera Perkasa?
3. Is there an effect of organizational culture and work stress together on employee performance at PT Setia Sejahtera Perkasa?

### **C. Research Objectives**

The purpose of research is a sentence formulation that shows the results and something that is obtained after the research is completed, something that will be used or aimed at in a study. In accordance with the formulation of the problem, the objectives of this study are:

1. To determine the effect of organizational culture on employee performance at PT Setia Sejatera Perkasa.
2. To determine the effect of work stress on employee performance at PT Setia Sejatera Perkasa.
3. To determine the effect of organizational culture and work stress together on employee performance at PT Setia Sejatera Perkasa.

## **II. LITERATURE REVIEW**

### **A. Organizational Culture**

According to Ramdhan (2023) organizational culture can be formulated as beliefs, values and ways of learning from experiences built throughout the history of the organization and manifested in every material arrangement and behavior of every member of the organization.

According to Sudaryono & Sutianingsih (2023), organizational culture is a value system agreed upon and adhered to by all members of the organization which is dynamic and able to increase organizational productivity. Organizational culture is a guide for human resources to face external problems and try to adjust to integration within the company so that each member of the organization still has to understand the existing values and how they should act or behave, therefore, if their needs are not fulfilled, it will cause problems that lead to several cases that occur in the company, such as lack of enthusiasm for work, decreased level of discipline, and lack of discussion (Nasroel, 2023).

Based on the understanding of the experts above, it can be concluded that organizational culture is a collection of beliefs, norms, and values accepted by members of an organization and which determine how the organization behaves.

### **B. Work Stress**

According to Handoko (2016), work stress is an unpleasant situation experienced by someone when working caused by a condition of tension that can affect a person's emotions, thought processes, and physical condition. Work stress is a reaction to various demands, threats, or pressures that can change a person's behavior and way of thinking. Stress can change emotional (mental/psychic) (Ramadhan & Manafe, 2023).

According to Mangkunegara & Prabu (2019), work stress is a feeling of pressure experienced by employees in dealing with work. This stress can be seen from symptoms, including unstable emotions, feelings of unease, solitude, difficulty sleeping, excessive smoking, unable to relax, anxiety, tension, nervousness, increased blood pressure, and indigestion.

Based on the understanding of these experts, the author concludes that work stress is a condition of tension that creates a physical and psychological imbalance, which affects the emotions, thought processes, and condition of an

employee.

### **C. Performance**

According to Ramdhan (2021) performance management is a communication effort that is carried out continuously and occurs between employees and their superiors, and is carried out in order to achieve the company's main objectives. Performance is not an individual characteristic, such as talent or ability, but rather the manifestation of talent or ability itself. Performance is the result of work achieved by employees in carrying out tasks or jobs that come from the organization (Sari & Sandi, 2023).

Prawiro Suntoro, 2017 (in the book Merry Dandian Panji) suggests that performance is the result of work that can be achieved by a person or group of people in an organization in order to achieve organizational goals in a certain period of time. Performance is the result that has been achieved by a team in a corporate organization or other business unit which is the benchmark for assessing a team member (Ridwan, 2023).

Based on the above, the author defines performance as the results of the work function/ activities of a person or group in an organization that is influenced by various factors to achieve organizational goals within a certain period of time.

## **III. RESEARCH METHODOLOGY**

### **A. Research Scope**

The object and locus of the research are employees of PT Setia Sejahtera Perkasa. This research was conducted from January to July 2023. As for what will be discussed in this study, it focuses on problems regarding organizational culture, work stress, and its influence on the performance of employees of PT Setia Sejahtera Perkasa.

### **B. Population and Sample**

According to Ramdhan (2021) population is like an organism, while the sample is an integral organ of the population. The sample must be able to represent the characteristics of the entire population. In other words, population and sample are two hails that are interrelated and inseparable. This study uses the saturated sample method because the sample size uses the entire population, namely 49 people.

### **C. Research Type**

This research was conducted using quantitative research methods. Quantitative research methods are systematic investigations of a phenomenon by collecting data that can be measured using statistical, mathematical, or computational techniques (Ramdhan, 2021). This research is shown to describe or describe existing phenomena, both natural and human-made. Quantitative Descriptive Research describes its study using a measure of number, or frequency (Sukmadinata, 2019).

This research consists of many forms, both surveys, experiments, correlations, and regressions. This research is intended to test hypotheses using statistical calculations, this research is used to test the effect of organizational

culture variables ( $X_1$ ) and work stress ( $X_2$ ) on the performance ( $Y$ ) under study. By using this research method, it will be known the significant influence between the variables studied so as to produce conclusions that will clarify the description of the object of research.

#### IV. RESEARCH RESULT

##### A. Data Analysis

##### 1. The Influence of Organizational Culture on Performance

##### a. Correlation Coefficient Test

**Table 1**  
**Correlation Coefficient  $X_1$**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.730 <sup>a</sup>	.532	.522	4.693

a. Predictors: (Constant), Organizational Culture

b. Dependent Variable: Performance

Source: Data processed by researchers, 2024.

Interpretation of the  $r_{xy}$  from the calculations in table 2 above, it turns out that the correlation number between variable  $X$  and variable  $Y$  is not negative; meaning that between the two variables there is a positive correlation or correlation that runs in the same direction. By paying attention to the magnitude of  $r_{xy}$ , namely 0.730 which ranges from 0.60-0.799, it means that between the Organizational Culture variable and the employee performance variable there is a correlation at a strong or high level.

##### b. Determination Coefficient Test

**Table 2**  
**Determination Coefficient  $X_1$**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.730 <sup>a</sup>	.532	.522	4.693

a. Predictors: (Constant), Organizational Culture

b. Dependent Variable: Performance

Source: SPSS Data Processing version 24, 2024.

Based on the test results in table 2, it shows that the magnitude of the R square value is 0.532, which means that Organizational Culture has an influence contribution of 53.2% to employee performance.

**c. T Test**

**Table 3**  
**Uji t  $X_1$**   
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.171	4.055		2.261	.028
Organizational Culture	.713	.098	.730	7.315	.000

a. Dependent Variable: Performance

Source: SPSS Data Processing version 24, 2024.

Based on the statistical values in table 3 above, the  $t_{\text{count}}$  value is 7.315, while the  $t_{\text{table}}$  value for  $n = 49$  is 2.013. So because the  $t_{\text{count}} > t_{\text{table}}$  value, namely  $7.315 > 2.013$ , the probability value (significance) = 0.000, which is below 0.05. This shows that partially there is a significant influence of Organizational Culture on the performance of employees of PT Setia Sejahtera Perkasa.

**2. The Influence of Work Stress on Performance**

**a. Corellation Coefficient Test**

**Tabel 4**  
**Correlation Coefficient Test  $X_2$**   
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.765 <sup>a</sup>	.586	.577	4.418

a. Predictors: (Constant), Work Stress

b. Dependent Variable: Performance

Source: Data processed by researchers, 2024.

Interpretation of  $r_{xy}$  from the calculations in table 4 above, it turns out that the correlation number between variable X and variable Y is not negative; meaning that between the two variables there is a positive correlation or correlation that goes in the same direction. By paying attention to the magnitude of  $r_{xy}$ , namely 0.765 which ranges from 0.600-0.799, it means that between the work stress variable and the performance variable there is a correlation at a strong or high level.

**b. Determination Coefficient Test**

**Table 5**  
**Determination Coefficient Test  $X_2$**   
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.765 <sup>a</sup>	.586	.577	4.418

a. Predictors: (Constant), Work Stress

b. Dependent Variable: Performance

Source: Data processed by researchers, 2024.

Based on the test results in table 5, it shows that the R square value is 0.586 which means that work stress has an influence contribution of

58.6% to performance.

**c. T Test**

**Table 6**  
**T Test X<sub>2</sub>**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	15.664	2.863		5.471	.000
Work Stress	.603	.074	.765	8.151	.000

a. Dependent Variable: Performance

Source: SPSS Data Processing version 24, 2024.

Based on the statistical values in table 6 above, the  $t_{\text{count}}$  value is 8.511, while the  $t_{\text{table}}$  value for  $n = 49$  is 2.013. So because the  $t_{\text{count}} > t_{\text{table}}$  value, namely  $8.151 > 2.013$ , the probability value (significance) = 0.000, which is below 0.05. This shows that partially there is a significant effect of work stress on the performance of employees of PT Setia Sejahtera Perkasa.

**3. The Influence of Organizational Culture and Work Stress on Performance**

**a. Correlation Coefficient Test X<sub>1</sub> and X<sub>2</sub>**

**Table 7**  
**Correlation Coefficient Test X<sub>1</sub> and X<sub>2</sub>**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.798 <sup>a</sup>	.637	.621	4.182

a. Predictors: (Constant), Work Stress, Organization Culture

b. Dependent Variable: Performance

Source: Data processed by researchers, 2024.

Interpretation of  $r_{xy}$  from the calculations in table 7 above, it turns out that the correlation number between variable X and variable Y is not negative; meaning that between the two variables there is a positive correlation or correlation that runs in the same direction. By paying attention to the magnitude of  $r_{xy}$ , namely 0.798 which ranges from 0.600-0.799, it means that between the organizational culture variable and the work stress variable with the performance variable there is a correlation at a strong or high level.



## b. Determination Coefficient Test

**Tabel 8**  
**Determination Coefficient Test  $X_1$  and  $X_2$**   
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.798 <sup>a</sup>	.637	.621	4.182

a. Predictors: (Constant), Organizational Culture, Work Stress

b. Dependent Variable: Performance

Source: SPSS Data Processing version 24, 2024.

Based on the test results in table 8, it shows that the magnitude of the R square value is 0.637 which means that organizational culture and work stress have an influence contribution of 63.7% to employee performance.

## c. F Test

**Table 9**  
**Uji F**  
**ANOVA<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1409.575	2	704.787	40.302	.000 <sup>b</sup>
Residual	804.425	46	17.488		
Total	2214.000	48			

a. Dependent Variable: Performance

b. Predictors: (Constant), Work Stress, Organizational Culture

Source: SPSS Data Processing version 24, 2024.

Based on the results of table 9 above, it can be explained that the influence between organizational culture and work stress on performance is positive and significant because the  $F_{\text{count}} > F_{\text{table}}$  value is  $40,302 > 3.20$ , the probability value (significance) = 0.000 which is below 0.05 so it can be concluded that there is a positive and significant influence of organizational culture and work stress variables on the performance of employees of PT Setia Sejahtera Perkasa.

## V. CLOSURE

### A. Conclusion

1. There is a positive and significant influence of the organizational culture variable ( $X_1$ ) on performance (Y), the value of  $R^2$  (R Square) is 53.2%, and the number R (correlation coefficient) is 0.730 which means that there is a relationship between organizational culture ( $X_1$ ) and performance (Y) at a strong or high level.
2. There is a positive and significant effect of the work stress variable ( $X_2$ ) on performance (Y), the value of  $R^2$  (R Square) is 58.6%, and the obtained R number (correlation coefficient) is 0.765, which means that there is a relationship between work stress ( $X_2$ ) and performance (Y) at a strong or high level.
3. There is a positive and significant influence of organizational culture variables ( $X_1$ ) and work stress ( $X_2$ ) together on performance (Y). The  $R^2$  (R

Square) value is 63.7%, while the remaining 36.3% is influenced by other variables not examined in this study. Obtained the number R (correlation coefficient) of 0.798 which means that there is a relationship between organizational culture ( $X_1$ ) and work stress ( $X_2$ ) on performance (Y) at a strong or high level.

## B. Suggestion

Based on the above conclusions, the authors provide suggestions for the Company as follows:

1. The organizational culture at PT Setia Sejahtera Perkasa that is implemented is good enough so that it must be maintained and improved again, so that the organizational culture is even better, the company must have a strategy so that employees dare to do challenging work carefully in difficult and stressful conditions. In addition, the leadership at PT Setia Sejahtera Perkasa needs to maintain it by building a work climate that is more supportive of organizational culture to influence employees to improve their performance.
2. Companies are expected to pay more attention to the causes of work stress such as the distribution of workload fairly so that there is no work overload and also the addition of tools for production so that working time is not too urgent so that employee emotions are more controlled. In addition, the company can minimize the state of stress experienced by employees through other employees whose emotional conditions are more stable.
3. Further research is recommended to add variables that affect employee performance. Employee performance can be influenced by many factors such as leadership style, motivation, compensation, and so on.
4. For other researchers, in order to use other variables that can affect performance.

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