

## The Influence of Job Stress and Organizational Culture on Employee Performance at PT. Pos Palopo

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### Abstrak

This research aims to find out and test how much influence work stress and organizational culture have on employee performance at PT. Palopo Post. This type of research uses quantitative research. The data source in this research uses primary data. The sample in the research was 35 employees of PT. Palopo Post using saturated sampling techniques. The testing technique used is multiple linear analysis using the SPSS application. Based on the results of research conducted, it shows that the work stress variable has a negative and insignificant impact on employee performance. Meanwhile, organizational culture has a positive and significant impact on employee performance at PT Pos Palopo.

Keywords: Job stress, organizational culture, employee performance

### 1. Introduction

In managing a company and to carry out organizational activities, the company needs to protect and maintain the survival of its employees, apart from that, the company also needs to manage human resources as well as possible and as optimally as possible in order to achieve effective and efficient performance [1]. In an important aspect in the world of business and human resource management, work stress includes the emotional and physical responses that arise when work demands exceed individual abilities or resources. In carrying out its activities to achieve the desired goals, a company needs good management, especially human resources because human resources are the main capital in planning, organizing, directing and moving the factors that exist in a company. No matter how good a manager's strategy is, it will be of no use to the company if it does not have full support from colleagues and subordinates [2]. Every organization in a company always has goals and wants to be successful in business.

On the other hand, organizational culture includes the values, norms, and habits that shape the workplace environment [3]. Although organizational performance depends on the work of its employees, managers can play a role in planning, implementing and controlling the organization. In this case, superiors must have an important role in their efforts to motivate and manage their employees [4]. Employees often face various problems in the company so it is very possible to suffer from stress. Excessive work stress can cause an employee to become lazy and not carry out their duties well, this can affect the organizational

culture in the company [5]. Job stress can have a significant impact on employee well-being and productivity. High levels of stress can cause a decrease in motivation, focus and creativity, which can increase employee absenteeism and turnover rates [6]. Meanwhile, a healthy and supportive organizational culture can help reduce stress levels, create a positive work atmosphere, and increase employee engagement and motivation.

[7] said that there is a direct relationship between work stress and employee work performance. It is important to understand the interaction between work stress and organizational culture because both can influence employee performance simultaneously. Factors such as leadership, communication, and company policies play an important role in shaping these relationships. However, it is important for organizations to provide rewards and motivation to employees to ensure good performance and high responsibility for their duties, so that the organization can achieve planned goals [8]. Organizations that have a strong culture positively influence the effectiveness of employee behavior and performance. In this way, employee performance can be directed according to the existing work environment culture.

Quality employee performance is the result of good ability, communication and work skills. Meanwhile, employee performance is the level of employee success in carrying out their duties and responsibilities, which includes employee performance, namely organizational culture and work stress. Performance is the work result that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities, in order to achieve the goals of the organization concerned legally, without violating the law and in accordance with norms and ethics [9].

PT. Pos Indonesia Palopo Branch, a postal service company in Indonesia, was founded on 26 August 1746 in Batavia (Jakarta). This company has shown its creativity in developing postal services in Indonesia by utilizing network infrastructure which reaches around 24 thousand service points, covering 100% of locations in Indonesia. PT. Pos Indonesia is a State-Owned Enterprise (BUMN) that offers communication services, social services, letter and package delivery services, logistics, financial services, retail and property. Therefore, improving employee performance is very important because this company has a social responsibility as a service provider to the community.

Based on the results of previous research by [10] states that work stress has no effect on employee performance. Research result [11] states that partially organizational culture has a positive and significant effect on employee performance. Research result (Anis Indriani, Ni Nyoman Yuliantini, 2020) states that there is a positive influence of work stress on employee performance. The difference between this research and previous research is in the selection of research objects, population and sample.

Based on this description, the author is interested in conducting research on "The Influence of Work Stress and Organizational Culture on Employee Performance at PT. Pos Indonesia Palopo Branch." The purpose of this research is to find out whether work stress and organizational culture have an influence on employee performance.

## **2. Methodology**

### **Research site**

The location of the research was carried out at PT. POS Palopo, which is located on Jl. Ahmad Yani No. 15 Batupasi, Wara, north of the city of Palopo, South Sulawesi

### **Population and Research Sample**

1. Population

The population in the peneltan are employees who work at PT. Palopo Post, numbering 35 people

2. Sample

Because the population of the research object is less than 100, the sampling technique used by researchers is saturated sampling. According to [6] saturated sampling is a research technique that takes all the population of the research object. The number of respondents used in this research was 35 people.

**Data Types and Sources**

This research uses primary data collected and processed by researchers, obtained directly from the Palopo Post Office. This data includes employee responses about work stress and organizational culture on employee performance.

**Data collection technique**

In order to analyze the hypothesis, the necessary data is collected through filling out questionnaires by respondents. This technique involves filling out a statement by the respondent and returning the questionnaire to the researcher after it has been completed completely

**Data Analysis Techniques**

In this research, the data analysis technique used is quantitative analysis, using SPSS 20 software. The data that has been collected previously is entered into the software to be tested.

1. Validity test

Validity test is a test used to find out whether or not a statement item in a questionnaire is valid. The statement item is said to be valid if the calculated R value is greater than the table R.

2. Reliability Test

Reliability test is a test used to determine the consistency of respondents in answering statements. The reliability of a variable is said to be good if the Cronbach alpha value is greater than 0.60.

3. Multiple linear regression test

The multiple linear regression test is a test used to find out how much influence the independent variable has on the dependent variable.

4. Hypothesis test

The hypothesis tests used in this research are as follows:

a. T test (partial test)

The t test is used to determine the effect of each independent variable on the dependent variable.

b. F test (simultaneous test)

The f test is used to jointly determine the influence of the independent variable on the dependent variable

c. Coefficient of determination test (R<sup>2</sup>)

The coefficient of determination test is a test used to determine how large the proportion of variation in the independent variables, namely work stress and organizational culture, has an influence on the dependent variable, namely employee performance.

### 3. Result and Discussion

#### 3.1. Result

##### 3.1.1. Validity test

##### 1. Instrument Test

Instrument testing was carried out in this research to ensure that the instruments used in data collection were of good quality and could produce accurate and reliable data. Instrument testing steps, including reliability testing, are involved in this process. The following test results are as follows:

##### a) Validity test

The validity test is used to determine whether the statement items in the research have validity or not. If the calculated  $r$  value  $>$   $r$  table, then a statement item is considered valid.

Table 1. Validity Test Results

| Variable                    | Items | R Count | R Table | Information |
|-----------------------------|-------|---------|---------|-------------|
| Work Stress (X1)            | X1.1  | 0.605   | 0.324   | Valid       |
|                             | X1.2  | 0.561   | 0.324   | Valid       |
|                             | X1.3  | 0.687   | 0.324   | Valid       |
|                             | X1.4  | 0.688   | 0.324   | Valid       |
|                             | X1.5  | 0.802   | 0.324   | Valid       |
|                             | X1.6  | 0.694   | 0.324   | Valid       |
|                             | X1.7  | 0.633   | 0.324   | Valid       |
| Organizational Culture (X2) | X2.1  | 0.756   | 0.324   | Valid       |
|                             | X2.2  | 0.817   | 0.324   | Valid       |
|                             | X2.3  | 0.614   | 0.324   | Valid       |
|                             | X2.4  | 0.715   | 0.324   | Valid       |
|                             | X2.5  | 0.629   | 0.324   | Valid       |
|                             | X2.6  | 0.644   | 0.324   | Valid       |
|                             | X2.7  | 0.807   | 0.324   | Valid       |
| Employee Performance (Y)    | Y1    | 0.335   | 0.324   | Valid       |
|                             | Y2    | 0.600   | 0.324   | Valid       |
|                             | Y3    | 0.794   | 0.324   | Valid       |
|                             | Y4    | 0.688   | 0.324   | Valid       |
|                             | Y5    | 0.600   | 0.324   | Valid       |
|                             | Y6    | 0.725   | 0.324   | Valid       |

Source: Processed using SPSS statistics (2023)

Based on Table 1, it can be concluded that all statement items measuring work stress variables (X1), Organizational Culture (X2), and Employee Performance (Y), as well as all indicators, have validity. This happens because the calculated  $R$  value

exceeds the table R value. Therefore, all the indicators compiled can be used in this research.

#### b) Reliability Test

Reliability Test is used to assess the reliability or trustworthiness of respondents' answers. In this case, the test uses more than two Cronbach's Alpha tests, where the values are compared with the minimum reliability coefficient value. If the Cronbach Alpha value is  $> 0.6$ , then the research instrument is considered reliable (Gozhali, 2016:47).

Table 2. Reliability Test Results

| Variable                    | Cronbach Alpha | Standard | Information |
|-----------------------------|----------------|----------|-------------|
| Job stress (X1)             | 0.788          | 0.60     | Reliable    |
| Organizational culture (X2) | 0.834          | 0.60     | Reliable    |
| Employee performance (Y)    | 0.692          | 0.60     | Reliable    |

Source: processed using SPSS statistics (2023)

The reliability test results in Table 2 show that the Cronbach's Alpha value for all variables, including job stress (X1), organizational culture (X2), and employee performance (Y), exceeds 0.6, indicating adequate reliability.

#### 2. Multiple Linear Regression Test

Multiple linear regression analysis aims to evaluate the influence of work stress (X1) and Organizational Culture (X2) on employee performance (Y) as the dependent (dependent) variable. The multiple linear regression process can be carried out using SPSS software.

Table 3. Multiple Linear Regression Test

| Model                  | Unstandardized Coefficients |            | Standardized Coefficients |  | t     | Sig |
|------------------------|-----------------------------|------------|---------------------------|--|-------|-----|
|                        | B                           | Std. Error | Beta                      |  |       |     |
| Constant               | 18,661                      | 3,546      |                           |  | 5,262 | 000 |
| Work stress            | 040                         | 107        | 062                       |  | 372   | 712 |
| Organizational culture | 256                         | 100        | 430                       |  | 2,570 | 015 |

Source: Processed using SPSS statistics (2023).

Based on table 3 the multiple linear regression equation can be formed as follows:

$$Y=18.661+0.040 (X1) + 0.256 (X2)$$

From the multiple linear regression equation, it can be concluded that:

- A constant value of 18.661 indicates that when the variable value of work stress and organizational culture remains constant, the employee performance value will be 18.661 units.
- The regression coefficient for the work stress variable (X1) is 0.040, indicating that every one unit increase in the work stress variable will result in an increase in employee performance of 0.040 units.
- The regression coefficient for the Organizational Culture variable (X2) is 0.256, indicating that a one unit increase in the Organizational Culture variable will cause an increase in employee performance of 0.256 units. Hypothesis Testing

1) Partial test (T test)

- a. Known sig value. for the influence of variable This shows that employee performance (X1) has no effect on employee performance (Y) at PT Pos Palopo.
- b. Known sig value. for the influence of the variable

2) Simultaneous Test (F Test)

Simultaneous test (F test) is the result of a test carried out to see whether or not there is an influence of all independent variables together on the dependent variable. If  $F_{count} > F_{table}$  then the independent variable simultaneously influences the dependent variable.

Table 4. Simultaneous Test (F Test)

| Model      | Sun of squares | df | Mean square | F     | Sig  |
|------------|----------------|----|-------------|-------|------|
| Regression | 35,760         | 2  | 17,880      | 4,177 | .024 |
| Residual   | 136,983        | 32 | 4,281       |       |      |
| Total      | 172,743        | 34 |             |       |      |

Source: Processed using SPSS statistics (2023)

3) Coefficient of Determination Test (R2)

The value of the Coefficient of Determination (R2) on work stress and organizational culture has an influence on employee performance as follows:

Table 5. Determination Coefficient Test (R2)

| Model | R     | R Square | Adjusted Square | R Std. Error of the Estimate |
|-------|-------|----------|-----------------|------------------------------|
| 1     | .455a | .207     | .157            | 2,069                        |

Source: Processed using SPSS statistics (2023)

### 3.2. Discussion

Based on the results of partial hypothesis testing, the sig t value is 0.712 and the calculated t value is 372. It was found that the significance of the t test is smaller than the significance level of 0.05, and the calculated t value is smaller than the t table value of 2.037. This shows that work stress has no effect on employee performance at PT. POS Palopo. The research results imply that even though employees have high job demands, they do not feel stressed and this does not affect their performance. This shows that work stress on PT

employees. POS Palopo can still be overcome without affecting their performance. This research is in line with the research findings [10] states that work stress has no effect on employee performance. which means that if work stress increases or decreases it does not affect employee performance.

The results of partial hypothesis testing, it was found that the sig t value was 0.015 and the calculated t value was 2.570. The resulting t test significance value is smaller than the significance level of 0.05, while the calculated t value is greater than the t table of 2.037. This shows that organizational culture has a significant positive influence on employee performance at PT. Palopo Post. Organizational culture here is defined as the values that guide human resources in carrying out tasks and behavior within the organization. This research is in line with research conducted [11] states that partially organizational culture has a positive and significant effect on employee performance.

#### 4. Conclusion

From the results of research regarding the influence of work stress and organizational culture on employee performance at PT. Palopo Post, can be concluded as follows:

1. The work stress variable has a negative and insignificant impact on employee performance at PT Pos Palopo.
2. The results of this research indicate that the organizational culture variable has a significant positive effect on employee performance.
3. The variables of work stress and organizational culture together have a significant influence on employee performance.

#### 5. Acknowledgement

I would like to express my deepest thanks to all the employees of the Palopo Branch Post office who have dedicated their time to assisting with this research. I hope this journal can be a source of inspiration and valuable information for fellow student who will conduct research. I really appreciate the professionalism and dedication of the PT.Pos Palopo branch team. Hopefully this journal will continue to make a contribution. Researchers would like to express their deepest gratitude to Prof. Dr. H. Suhardi M Anwar, Drs., M.M., CIQaR as the Rector of Muhammadiyah Palopo University

1. Dr. Antong, S.E., M.Si. as the Dean of the Faculty of Economics and Business at Muhammadiyah Palopo University
2. Jumawan Jasman, S.E., M.M. as the Head of the Management study program at Muhammadiyah Palopo University
3. Suparni Sampetan, S.E., M.M. as Supervisor
4. Sukri, S.E., M.M. as Supervisor 2

Thank you to all parties involved for their guidance and support throughout this endeavor.

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