# Effect of Organizational Culture and Job Stress on Employee Performance at PT. PLN (Persero) Majalaya Area

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***ABSTRACT***

*This study aims to determine how much influence organizational culture and job stress have on employee performance at PT. PLN (PERSERO) Majalaya Area. The research method used is descriptive and verification. Data collection techniques through interviews, observations and questionnaires. The sample in this study were 62 employees. The results of this study indicate that there is a significant influence between organizational culture on the performance of employees of PT. PLN (Persero) Majalaya Area based on the partial calculation of the coefficient of determination, which is 68.06%. There is a significant influence between job stress on the performance of employees of PT. PLN (Persero) Majalaya Area based on the partial calculation of the coefficient of determination, which is 56.55%. There is a significant influence between organizational culture and job stress on the performance of employees of PT. PLN (Persero) Majalaya Area based on the calculation of the coefficient of determination simultaneously, which is 73.6% and the remaining variables are not examined in this study.*

*Keywords: Organizational Culture, Job Stress, Employee Performance.*

## INTRODUCTION

Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics according to Suyadi in Subekhi ( 2012: 193). Many factors can encourage employee performance, both from within and from the organizational environment, including recruitment, selection, placement, education and training, job stress, discipline, motivation, compensation, organizational culture, leadership. These factors should be considered by company management so that employee performance can be optimal.

PT. PLN (PERSERO) is one of the State-Owned Enterprises (BUMN) which is engaged in the provision of electricity. This company is the only government-owned company that provides electricity services, so its existence is very much needed by the community. To find out the factors that affect employee performance at PT. PLN (Persero) Majalaya Area, a preliminary study was conducted in the form of a pre-survey by distributing questionnaires to 20 employees of PT. PLN (PESERO) Majalaya Area.

Table 1. Factors Affecting Employee Performance at PT. PLN (Persero) Majalaya Area

| No | Factor affecting Employee performance | (%) Presentation |
|----|----------------------------------------|------------------|
| 1  | Leadership                             | 9,1%             |
| 2  | Job satisfaction                       | 9,1%             |
| 3  | Work Discipline                        | 13,6%            |
| 4  | Motivation                             | 13,6%            |

| 5 | job stress | 27,3% |
|---|---|---|
| 6 | Work environment | - |
| 7 | Organizational culture | 27,3% |
| | TOTAL | 100% |

(Persero) Majalaya Area
(Source: Processed Pre-survey 2021 Data)

Based on table 1, the results of the pre-survey given to 20 employees stated that the biggest factor influencing the employee performance variable was to decrease at PT. PLN (PERSERO) Majalaya Area is the organizational culture variable as much as 27.3% and job stress has the same percentage as much as 27.3%. So in this study job stress and Organizational Culture are the highest variables that affect employee performance to be not optimal.

Every organization or company must have a characteristic or identity that is different from other organizations and that identity is called Organizational Culture. According to Robbins in Arianty (2014) organizational culture refers to a system of shared meanings held by members that distinguishes the organization from other organizations. The Majalaya area has been running effectively but not optimally, and the job stress that occurs in employees is said to be high.

According to Arianty (2014) Organizational culture in an organization is usually associated with values, norms, attitudes and work ethics that are shared by each component of the organization. These elements form the basis for monitoring employee behavior, the way they think, cooperate and interact with their environment. If the organizational culture is good, it will be able to improve employee performance and will be able to contribute success to the company. So the researchers linked the

Above concept and organizational culture indicators with the problems found in PT. PLN (Persero). Based on the explanation above, it can be seen that the indicators of innovation and the courage to take risks are still lacking in support from the company. Meanwhile, the other indicators of organizational culture are still quite good. In addition to organizational culture, job stress is also an important factor in employee performance, according to Hasibuan's opinion in Dewi et al (2014) which reveals that job stress can trigger a decrease in employee performance.

Fahmi (2013) says that stress is a condition that suppresses a person's self and soul beyond the limits of his ability, so that if it continues to be left without a solution, this will have an impact on his health. So the researchers linked the above concepts and indicators of job stress with the problems contained in PT. PLN (Persero). Based on the description above that organizational factors that cause job stress on employees, because the tasks given by the company to employees indirectly affect the physical and mental employees. Meanwhile, other indicators of job stress are still considered good. Based on the background described above, the formulation of the problem is as follows:

1. How is the partial influence of organizational culture and job stress on employee performance at PT. PLN (Persero) Majalaya Area?
2. How is the simultaneous influence of organizational culture and job stress on employee performance at PT. PLN (Persero) Majalaya Area?

According to Kotler and Heskett in Putri (2012) states that corporate culture can be formed to improve employee performance. A strong organizational culture will help the organization in providing certainty to all employees to develop together, grow and develop the company. If the process of internalizing organizational culture into a personal culture has been successful, employees will feel identical with their company, feel united and there are no obstacles to achieving optimal performance.

Then of course a company has a lot of work that is charged to its employees to complete their jobs. In completing their work, employees have the burden of job demands given by the company, and these demands result in employees feeling stressed at work. Employees who experience job stress will have an impact on decreasing employee performance.

This expression is in line with the opinion of Hasibuan (2012) which reveals that job stress can be a trigger for decreased employee performance. Then according to Handoko (2012) states that stress is a condition of tension that affects a person's emotions, thought processes and conditions. According to Sasono in Cahyanan and Jati (2017), stress has positive and negative impacts. The positive impact of stress at low to moderate levels is functional in the sense of acting as a driver for improving employee performance. Meanwhile, the negative impact of high levels of stress is a drastic decrease in employee performance. When an employee or manager is able to manage stress well, the consequences are functional (positive), otherwise if you ignore the stress that arises, the consequences are negative for individuals and organizations. So, stress not only has a negative impact, but also has a positive impact on a person.

Performance can be interpreted as the result or level of success of a person as a whole during a certain period in carrying out a task compared to various possibilities, such as work standards, targets or goals, and criteria that have been determined in advance and have been mutually agreed upon. According to Fahmi (2013: 226) states that performance is the result obtained by an organization, both the organization is profit oriented and non-profit oriented which is generated over a period of time.

Based on the above framework, the hypotheses in this study are as follows:

$H_1$: Organizational Culture has an effect on Employee Performance of PT. PLN (Persero) Majalaya Area

$H_2$: job stress affects the performance of employees of PT. PLN (Persero) Majalaya Area.

$H_3$: Organizational Culture and job stress affect the performance of employees of PT. PLN (Persero) Majalaya Area.

## METHODS

The method used is descriptive and verification methods which are carried out through data collection in the field, which provides an overview of organizational culture, job stress and employee performance obtained from observations. Descriptive method according to Sugiyono (2013) is a research method that aims to describe, explain the situation that exists in the company based on facts, population characteristics based on data that has been collected then compiled systematically and then analyzed to draw conclusions. The verification method according to Sugiyono (2013) is the research method through evidence to test the hypotheses of descriptive research results with statistical calculations so that the results of evidence show that the hypothesis is rejected or accepted.

The population in this study was 62 people. Given that the population in this study is less than 100, this study uses the population as a sample. The analytical method used is the multiple linear regression method to simplify the calculation, it will be managed using a Statistical Product and Service Solution (SPSS) software. Data processing with SPSS application produces outputs in the form of normality, correlation, linearity, multiple linear regression values. The equation used, is:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + e$$

## RESULT AND DICUSSION

Based on the data collected, it is known that respondents for gender characteristics, the majority of employees of PT. PLN (Persero) Majalaya Area in this study were male as

many as 45 respondents (72.6%). Furthermore, for the latest educational characteristics, the majority of employees have SMA/SMK education as many as 32 respondents (51.6%). while the characteristics of long working > 15 years as many as 24 respondents (38.7%)

**Normality test**

The data normality test aims to test whether a regression model has a normal data distribution or not. A good regression model is a data distribution that is normal or close to normal. To find out whether the data has been normally distributed or not, it can be tested using the Kolmogorov-Smirnov (K-S) method on the SPSS 20 application with the following results:

Table 2. Data Normality Test Results
One-Sample Kolmogorov-Smirnov Test

|  |  | Unstandardized Residual |
|---|---|---|
| N |  | 62 |
|  |  | 0.00E+00 |
| Normal Parameters a,b | Mean | ,29468978 |
|  | Std. Deviation Absolute Positive | ,066 |
|  | Negative | ,066 |
| Most Extreme Differences |  | -,064 |
| Kolmogorov-Smirnov Z |  | ,517 |
| Asymp. Sig. (2-tailed) |  | ,952 |

a.Test distribution is Normal.
b.Calculated from data.
Sumber : SPSS (Statistic Program for Social Science) 20.0

Table 2. above shows the results of testing the normality of the data using the Kolmogorov-Smirnov (K-S) method. From the test results, it can be seen that the significance value (Asymp.Sig 2-tailed) is 0.952. Because the significance is greater than 0.05 (0.952 > 0.05), then the data is normally distributed.

**Multiple Linear Regression Analysis**

Multiple linear regression analysis is used to predict the dependent variable when the independent variable is increased or decreased. From the data processing that has been done, the following results are obtained:

Table 3. Multiple Linear Regression Equation

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
|  | B | Std. Error | Beta | | |
| (Constant) | ,265 | ,310 |  | ,856 | ,395 |
| 1 OC | ,570 | ,092 | ,587 | 6,173 | ,000 |
| JS | ,355 | ,101 | ,335 | 3,527 | ,001 |

a. Dependent Variable: EP
Sumber : SPSS (*Statistic Program for Social Science*) 20.0

From table 3, the following equation is obtained: $Y = 0.265 + 0.570X_1 + 0.355X_2$

**Coefficient of Determination**

Table 4. Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | ,858a | ,736 | ,727 | ,29964 |

a. Predictors: (Constant), JS, OC
Source : SPSS (Statistics Program for Social Science) 20.0

Based on the results of SPSS output, the R square value is 0.736 or 73.6%. Simultaneously large influence (contribution) between organizational culture (X1) and work stress (X2) and on employee performance (Y) at PT. PLN (Persero) Majalaya Area together is 73.6%. While the remaining 26.4% is influenced by other variables not examined in this study

**Partial Hypothesis Testing (t Test)**
By using SPSS 20, the following partial hypothesis test results were obtained:

Table 5. t test results

| Variable | t | Sig |
|---|---|---|
| organizational culture | 6,173 | ,000 |
| job stress | 3,527 | ,001 |

From table 5 above, it can be seen that the t_count value obtained by the organizational culture variable (X1) is 6.173. This value will be compared with the ttable value in the t distribution table. with = 0.05, df = n-k-1 = 62-2-1 = 59, the t_table value for the two-party test is 2.001. From the values above, it can be seen that the tcount value obtained by the organizational culture variable $(X_1)$ is 6.173 > t_table 2.001, in accordance with the hypothesis testing criteria that H0 is rejected and Ha is accepted. Thus it can be concluded that there is a significant influence between organizational culture $(X_1)$ on employee performance (Y).

This condition illustrates that a strong organizational culture helps the performance of business organizations because it creates an extraordinary level in employees and a strong organizational culture helps organizational performance because it provides the structure and control needed without having to rely on formal bureaucracy. Chatman Jennifer and Bersade (1997) have provided some evidence that organizational culture is associated with increased performance. The results of this study are consistent with the research of Kirk L. Rogga (2001), Soedjono (2005), Fey and Denison (2000), Brahmasari (2008), Koesmono (2005), which state that organizational culture has a positive effect on employee performance. However, it is not consistent with the research of Lina (2014), Syauta, et al. (2012), and Komara (2007)

stated that organizational culture has no significant direct effect on employee performance.

It can be seen that the tcount value obtained by the job stress variable $(X_2)$ is 3.527. This value will be compared with the ttable value in the t distribution table. With = 0.05, df = n-k-1 = 62-2-1 = 59, the t_table value for the two-party test is 2.001. From the values above, it can be seen that the tcount value obtained by the job stress variable $(X_2)$ is 3,527 > t_table 2,001, in accordance with the hypothesis testing criteria that H0 is rejected and Ha is accepted. Thus it can be concluded that there is a significant influence between job stress on employee performance (Y).

This condition illustrates that stress can have positive consequences, stress is not something that should be avoided. At a certain level of stress is necessary, if there is no stress at work, employees will not feel challenged with the result that performance will be low. Stress, employees will exert all abilities to achieve high and thus be able to complete the task well. For a leader, the pressures given to an employee must be related to whether the stress caused by these pressures is still in a normal state. The results of this study are in line with research conducted by Robbins (2003) and Luthan (2008) obtained the results that job stress partially has a positive effect on employee performance. However, research conducted by Nurhendar (2007) found that job stress

had no significant effect on employee performance.

**Simultaneous Hypothesis Testing (F Test)**

Table. 6 Results of Partial Hypothesis Testing Variables of Organizational Culture and Job Stress on Employee Performance

ANOVA[a]

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 14,796 | 2 | 7,398 | 82,398 | ,000[b] |
| | Residual | 5,297 | 59 | ,090 | | |
| | Total | 20,094 | 61 | | | |

a.Dependent Variable: EP
b.Predictors: (Constant), JS, OC
Sumber : SPSS (Statistic Program for Social Science) 20.0

Based on table 6. above, it can be seen that the value of Fcount is 82,398. This value will be compared with the value of F_table in the distribution table F. With = 0.05, df2 = n-k-1 = 62-2-1 = 59, the obtained Ftable is . Thus Fcount 82.398 > Ftable 3.15 so that Ha is accepted and H0 is rejected. This shows that there is a significant influence between organizational culture ($X_1$) and job stress ($X_2$) on employee performance (Y) at PT. PLN (Persero) Majalaya Area.

# CONCLUSIONS

### Conclusion

Based on the data obtained from the analysis, the following conclusions can be drawn:
1. Organizational culture and job stress partially affect employee performance at PT. PLN (Persero) Majalaya Area.
2. Organizational culture and job stress simultaneously affect employee performance at PT. PLN (Persero) Majalaya Area.

### Recommendation

Based on the results of research, discussion, and conclusions obtained, the suggestions that researchers can give are as follows:
1. With the research on organizational culture and job stress on the performance of employees of PT. PLN (Persero) Majalaya Area, it is hoped that the company can pay more attention to organizational culture so that it can

become a strong culture in the company, with a strong organizational culture it will have an effect on increasing performance.
2. As well as paying attention to job stress on employees through relationships that are driven by a sense of understanding, openness and a sense of togetherness and can also take policies to redesign compensation. With a view to building employee performance in order to achieve company goals.

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