
THE EFFECT OF WORK STRESS, WORK MOTIVATION, ORGANIZATIONAL CULTURE ON WORK PERFORMANCE: LEADERSHIP STYLE AS MODERATION

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ABSTRACT

Work performance is something that is very important in a company or agency's efforts to achieve its goals. In order to improve employee performance, the role of leadership is a focus that attracts the attention of the field of organizational behavior. The quality of a leader is often considered the most important factor in determining the success or failure of an organization. The purpose of this study was to determine the effect of work stress, work motivation, organizational culture on work performance with leadership style as a moderation. The population used was employees at the Surabaya Police Polyclinic. The sampling technique used purposive sampling with a sample size of 38 people. The analysis technique using parametric inferential statistical techniques, namely using the Partial Least Square (PLS) method as an alternative analysis tool using SMARTPLS 3.0. The test results show that work stress does not have a significant effect on the work performance of employees at the Surabaya Police Polyclinic. While work motivation and organizational culture have a significant effect on employee work performance. Leadership style is able to moderate the relationship between work stress and employee work performance and the relationship between organizational culture and employee work performance. Leadership style is not able to moderate the relationship between work motivation and employee work performance

Keywords: work stress, work motivation, organizational culture, leadership style, and work performance

INTRODUCTION

An important goal in human resource management in a company is the creation of employee work performance. Employee work performance that is in accordance with company expectations will be reflected in employee behavioral attitudes towards their work, which is often manifested in positive employee attitudes towards the work done or everything faced or assigned to them. Mangkunegara (2015:67) states that work performance is the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.. Improving work performance is the main target of improving the quality of human resources. Work performance is one form of employee success in appreciating the work in several years. One of the achievements in several years is not easy, such as achieving targets, fulfilling the criteria desired by the company and the quality standards of a company. Dharma (2018:1) defines work performance as the process of work performance or achievement of work results given by employees or a group of

employees. The work performance factor is something that will determine the survival of an organization or company. A high level of work performance, of course, the company will get quite high profits too (Trisna et.al 2021).

Surabaya Police Polyclinic is a health service institution that handles individual to complete health services that include promotive actions, preventive education, and curative actions as well as rehabilitative patient care that is carried out comprehensively, integrated and continuously in an innovative manner. The polyclinic is located at Jalan Rajawali Number 43 in Surabaya City. The opening hours of the Surabaya Police Polyclinic start from 08:00 WIB to 21:00 WIB.

As a company engaged in the health services sector, the Polrestabes Polyclinic has an operational income target, especially for general patients to support the implementation of health. However, during January - May 2022, the realization of the Polyclinic's income did not meet the set target of IDR 11,250,000. and tended to decrease from IDR 11,025,000 to IDR 10,550,000. In January, the income realization of IDR 11,025,000 fell to IDR 10,950,000 in February. In March, the Polrestabes Polyclinic's income was increased to IDR 10,975,000. This income is the highest income achieved in the last 5 months. Furthermore, the Polrestabes Polyclinic's income continued to decline to IDR 10,700,000 in April and IDR 10,550,000 in May. The decreasing level of income realization reflects a decline in employee performance.

This decline in employee performance can be influenced by several factors, including work stress. Stress is a common thing experienced by everyone all over the world. According to Nusran (2019: 72), the definition of stress is a condition that is internal due to physical demands (body), environment, and social situations that have the potential to be damaging and uncontrolled. This condition can hinder daily activities including at work. The pressures experienced at work and family cause events that are emotional outbursts, namely work stress. The findings of Trisna et.al (2021) show Job stress has a negative effect on employee performance. The higher a person's stress level, the lower their performance will be.

Robbins (2016:79) states that work stress is a condition of tension that affects a person's emotions, way of thinking, and physical condition. In line with this statement, Rivai (in Safitri and Astutik, 2019) said that work stress creates an imbalance between physical and psychological which affects a person's emotions, thought processes, and condition. Permatasari and Prasetio, (2018) explain that work stress is a condition when an individual experiences pressure or tension in their work and work environment so that the individual responds negatively and feels burdened in completing their obligations).

According to Vanchapo (2020:37), work stress is an emotional state that arises due to a mismatch between the workload and the individual's ability to deal with the pressures they face. Stress can also be interpreted as a condition of tension that creates a physical and psychological imbalance that affects the emotions, thought processes, and conditions of an employee.

Motivation plays an important role to be considered by management and other organizations if they want each employee to be able to make a positive contribution to achieving the company's vision and mission goals in improving employee performance. Sukarno (2021) shows that work motivation has a significant effect on employee performance. Because with motivation, an employee will have high spirits

in carrying out the tasks assigned to him. Without motivation, employees will not succeed in completing a job optimally because there is no will from within the employee himself, all that appears is routine

Another factor that is thought to influence employee work performance is organizational culture. Robbins (2016:103) stated that organizational culture greatly influences employee attitudes. So to achieve work professionalism, top management and human resources division can create a quality organizational work culture. Organizational culture with the implementation of a good management system is the right way to achieve planned organizational goals. Organizational culture is the values that develop in an organization, where these values are used to direct the behavior of members of the organization.

Organizational culture is a characteristic, system and distinctive feature of each organization or company. Organizational culture also differs by region, ethnicity and customs in a country or region. Sopiah (2018:128) states that organizational culture that is formed, developed, strengthened or even changed requires practices that can help unite the cultural values of members with the cultural values of the organization. Organizational Culture is defined as values or norms of behavior that are understood and accepted together by members of the organization as rules of behavior in the organization (Chaerudin, 2019: 193). Organizational culture is organizational culture is the values that are the basis for human resources in carrying out their obligations and behavior in the organization (Hari, 2019: 4).

The role of leadership in an organization is a focus that attracts the attention of researchers in the field of organizational behavior. The quality of a leader is often considered the most important factor in determining the success or failure of an organization. Hasibuan (2016: 13) states that the existence of a leadership style is expected to have a harmonious communication relationship between leaders and employees or between employees to improve their performance. The relationship that occurs between leaders and employees can make employees feel happy working in the company. Robbins and Judge (2015: 256) state that a leadership style that focuses on goals can lead employees to high levels of stress. The findings of Finarti et.al (2016) show There is a significant relationship between leadership style, motivation, work stress and employee performance.

The objectives to be achieved in this research are to test and find out, 1) the influence of work stress on work performance, 2) the influence of work motivation on work performance, 3) the influence of organizational culture on work performance, 4) testing leadership style in moderating the relationship between work stress and work performance, 5) testing leadership style in moderating the relationship between work motivation and work performance, 6) testing the influence of leadership style in moderating the relationship between organizational culture and work performance.

RESEARCH METHODS

The population observed in this study were employees at the Surabaya Police Polyclinic, consisting of 50 medical personnel and staff. The sampling technique used purposive sampling to obtain a sample of 38 employees.

This study uses parametric inferential statistical techniques, namely using the Partial Least Square (PLS) method as an alternative analysis tool using SMARTPLS 3.0.

Ghozali and Latan (2015) explain that PLS is a soft modeling analysis method, namely a measurement that does not have a specific scale for the process of analyzing its data. PLS uses two models in analyzing data structurally, namely a measurement model (outer model) for validity and reliability testing and a structural model (inner model) to test hypotheses with prediction models.

Analysis steps: 1) constructing a path diagram, 2) converting the diagram into an equation, 3) evaluating the outer model, 4) evaluating the inner model (goodness of fit), 5) testing the hypothesis.

RESULTS AND DISCUSSION

The results of the hypothesis test conducted using the inner model can be seen in the following table:

Hypothesis Testing Results						
	Original Sample (O)	Sample Mean (M)	StDev	T Statistics	P Values	Information
BO --> PK	0.319	0.327	0.101	3,152	0.002	Significant
GK --> PK	0.329	0.336	0.103	3,182	0.002	Significant
MK --> PK	0.254	0.247	0.079	3,222	0.001	Significant
SK*GK --> PK	0.192	0.186	0.087	2,208	0.028	Significant
MK*GK --> PK	0.104	0.111	0.099	1,045	0.297	Not Significant
BO*GK --> PK	-0.211	-0.204	0.076	2,791	0.005	Significant
SK --> PK	0.192	0.175	0.106	1,772	0.077	Not Significant

Discussion

Job Stress Does Not Affect Job Performance

The test results show that work stress does not have a significant effect on the work performance of employees at the Surabaya Police Polyclinic. This result is indicated by the value *The p-value obtained is 0.077 which is greater than 0.050. The original sample value is 0.192 which indicates a positive influence. The magnitude of the influence of the relationship between work stress and employee performance at the Surabaya Police Polyclinic has a t-statistic value of 1.772, this value states that this variable has an insignificant influence because the t-statistic value of 1.772 < 1.96 thus hypothesis 1 is rejected.*

The test results show that work stress has a positive relationship with work performance. This condition shows that work stress in employees of the Surabaya Police Polyclinic can create a competitive advantage for the company or polyclinic. The pressure and anxiety felt have the potential to increase brain performance. This condition occurs because stress strengthens the connection between neurons in the brain, increases memory and attention, and helps to be more productive, along with the increase in stress to an optimal point, it will produce good performance.

Optimal and appropriate stress levels can make employees more enthusiastic, focused and motivated. Without enough stress, employees will not give their full effort and will often make mistakes. If employees are too relaxed, it means that employees are not trying to push themselves out of their comfort zone and take risks to improve their careers. Increasing stress, work performance tends to increase, because stress helps employees to mobilize all resources in meeting various job requirements or needs.

Drive theory explains humans in carrying out their activities because of a drive. The drive in this case is the pressure given in carrying out their work. This pressure is possible to provide energy in carrying out work, assuming there is no pressure, there will be no work difficulties and implementation will be low, and vice versa. In line with the theory put forward by Surya (2015:143), states that stress does not always have a negative meaning, in certain conditions stress can have a positive impact. Stress in small doses can have a positive impact on individuals. This can motivate and provide enthusiasm to face challenges.

The insignificant results in this study indicate that the stress level of employees at the Surabaya Police Polyclinic is in the low category. At low stress levels, employees do not have challenges and boredom arises because understimulation (lack of stimulation) makes employee performance also low. Pressure and time pressure and excessive workloads that sometimes make them feel bored with their work routines and a work environment that is considered less than good makes them less concentrated at work, are still seen as work risks that they must face, so that this does not make them excessively stressed, so that the rise and fall of employee stress levels will not affect their performance. In line with the theory put forward by Robbins (2016), where stress at very low to moderate levels stimulates the body and increases the ability to react so that at this time employee performance will be better. These results are in line with Kuraising (2020) which shows that work stress has no significant effect on work performance.

Work Motivation Affects Work Performance

The test results show that work motivation has a significant effect on the work performance of employees of the Surabaya Police Polyclinic. This result is indicated by the p-value obtained of 0.001 which is smaller than 0.050. The original sample value is 0.254 which indicates a positive effect. This condition reflects that the higher the motivation of employees will increase their work performance. The magnitude of the effect of the relationship between work motivation and the work performance of employees of the Surabaya Police Polyclinic has a t-statistic value of 3.222, this value states that this variable has a significant effect because the t-statistic value of $3.222 > 1.96$ thus hypothesis 2 is accepted.

These results show that work motivation is an important element in a company's staffing in doing a job optimally. If the work is carried out optimally, then employee performance achievement can be realized in accordance with the goals of an organization. The absence of motivation in working then employees feel unwilling to do their jobs well.

Employee motivation level The Surabaya Police Polyclinic is classified as high. This condition is indicated by the response of employees who feel that the social relationships developed in the work environment are running well, making them feel comfortable. In addition, employees also consider that the Surabaya Police Polyclinic pays more attention to employees who have achievements. This condition encourages their work motivation to be even higher. Expectancy theory (*expectancy*) explains that employee motivation can be implemented by fulfilling employee needs. Providing supporting facilities to support smooth tasks will make employees feel at home and enthusiastic about doing

their work. Employees will be motivated to achieve the goals they set personally and accept them even though they are difficult.

Employees with high motivation to achieve will carry out every job as well as possible and use all their abilities to complete a job. Without motivation, an employee cannot fulfill his/her duties according to standards or even exceed the standards set by the company, so that production targets will decrease, this happens because there is no motive and motivation in working so that it will have an impact on work productivity so that superior quality production is not fulfilled in marketing. Even if an employee has good operational skills if he/she does not have motivation in working, the final result of his/her work will not be satisfactory. Employees will be motivated if their needs are met, with the fulfillment of needs, job satisfaction will arise which has a positive impact on employee performance in the company.

This result is in line with Sedarmayanti (2017;154) motivation is a force that drives someone to carry out an action or not, which in essence exists internally and externally, positive or negative, work motivation is something that creates a drive/work enthusiasm/driver of work enthusiasm. These results also support research conducted by Sukarno (2021) showed that motivation has a significant influence on employee performance..

Organizational Culture Influences Work Performance

The test results show that organizational culture has a significant effect on the work performance of employees at the Surabaya Police Polyclinic. This result is indicated by the value *The p-value obtained is 0.002, which is smaller than 0.050. The original sample value is 0.319, which indicates a positive influence. This condition reflects that the better the organizational culture developed in the work environment will further improve their work performance. The magnitude of the influence of the relationship between organizational culture and the work performance of employees of the Surabaya Police Polyclinic has a t-statistic value of 3.152, this value states that this variable has a significant influence because the t-statistic value of $3.152 > 1.96$, thus hypothesis 3 is accepted.*

These results indicate that organizational culture plays a very important role in building employee morale and attitudes, especially in the job satisfaction section, in order to create a totality in working which will place the company in a productive and profitable scope. The better the organizational culture developed within the company, the more it will improve employee work performance within the company.

The questionnaire results show that employees generally feel that the organizational culture developed in their workplace is considered good. Working on time as a consequence of the basic values of the Surabaya Police Polyclinic organization. This value is a guideline for every employee in carrying out their duties.

Organizational culture is a form of assumption that is owned, implicitly accepted by a group and determines how the group feels and reacts to its environment. The better the organizational culture that is implemented, the more it can be accepted by employees, increasing confidence in the values that become basic assumption patterns in behavior. The work culture implemented by the agency is in accordance with the culture of individual employees. The existence of a match between personal

values and company values will create job satisfaction which can ultimately improve work performance.

Goal-Setting Theory explains that creating employee work performance that is in accordance with company expectations is a goal that the company wants to achieve. Companies must be able to create an organizational culture to motivate employees to perform optimally. A strong organizational culture will allow people to feel motivated to develop and improve themselves. The lack of motivation faced by most workers results in a decrease in employee work enthusiasm, if someone succeeds in achieving motivation then they tend to continue to be motivated so that employee work performance can be improved.

An effective organizational culture is a deeply rooted and deeply rooted organizational culture that is implemented by its employees. In an institution with such a culture, almost all individuals adhere to uniform and consistent values. An organizational culture that is socialized with good communication can determine the overall strength of the company, performance and competitiveness in the long term. The formation of good employee performance is produced if there is good communication between all employees so as to form a strong internalization of organizational culture and is understood in accordance with organizational values that can create positive perceptions between all levels of employees to support and influence a climate of satisfaction that has an impact on performance.

Employees who already understand the overall values of the organization will make these values as an organizational personality. These values and beliefs will be manifested into their daily behavior at work, so that they will become individual performance. Supported by existing human resources, systems and technology, each good individual performance will also result in good organizational performance. This result is in line with Milla et.al's (2018) findings are that organizational culture has a positive effect on work productivity.

Leadership Style Can Moderate the Relationship Between Work Stress and Work Performance

The test results show that the interaction variable between work stress and leadership style has a significant effect on the work performance of employees at the Surabaya Police Polyclinic. This result is indicated by the value *The p-value obtained is 0.028 which is smaller than 0.050. The original sample value is 0.192 which indicates a positive influence. The magnitude of the influence of the interaction relationship between work stress and leadership style on the work performance of employees of the Surabaya Police Polyclinic has a t-statistic value of 2.208, this value states that this variable has a significant influence because the t-statistic value of 2.208 > 1.96 thus hypothesis 4 is accepted.*

These results indicate that leadership style is able to moderate the relationship between work stress and work performance. Work stress is a dynamic condition in which individuals confront opportunities, demands, or resources related to their desires and where the outcome is perceived as important and uncertain. Further explained, if the stress level is too high, it can threaten a person's ability to deal with the environment.

An employee feels stressed at work and is not supported by good physical health, of course it will result in work being unfocused due to these disturbances. This will have an impact on decreasing the performance of an employee. For that, a leader is needed who is able to provide direction and guidance to his employees in order to increase their confidence in overcoming disturbances so that they can be more focused

on working. Expectancy theory explains that someone works by expecting a return from the results that have been achieved by an employee. The existence of a good leadership style of a boss will provide inspiration, enthusiasm and encouragement to his employees to work even better.

This result is in line with Robbins and Judge. (2015:256) who said that a goal-focused leadership style can lead employees to high levels of stress. With the right leadership style, it is expected to reduce employee stress levels so that work productivity becomes better. The type of moderation shown by leadership style on the influence of work stress and work performance in this study is quasi-moderation. This condition is because leadership style as a moderating variable has a significant effect on work performance. The interaction between leadership style and work stress also has a significant effect on work performance.

Leadership Style Cannot Moderate the Relationship Between Work Motivation and Work Performance.

The test results show that the interaction variable between work motivation and leadership style has no significant effect on the work performance of employees at the Surabaya Police Polyclinic. This result is indicated by the p-value obtained of 0.297 which is greater than 0.050. The original sample value is 0.104 which indicates a positive effect. The magnitude of the effect of the interaction relationship between work motivation and leadership style on the work performance of employees at the Surabaya Police Polyclinic has a t-statistic value of 1.045, this value states that this variable has an insignificant effect because the t-statistic value of 1.045 < 1.96 thus hypothesis 5 is rejected.

These results indicate that leadership style is unable to moderate the relationship between work motivation and work performance. This finding is certainly not in line with Kartono's opinion, (2016; 73) that leadership style has a strong influence on motivation because the success of a leader in moving others to achieve a goal depends on how the leader creates motivation in each employee. Work motivation is closely related and these needs are supported by the leader, therefore every leader must know clearly about what is needed by employees and the company so that they can interact effectively, namely the goals of employees in meeting their needs. This result also contradicts the drive theory that each individual will behave because of certain drives to fulfill their lives. These drives can be in the form of a leadership style applied by the company, thereby improving performance.

The inability of leadership style to moderate the relationship between work motivation and work performance in this study shows that generally employees of the Surabaya Police Polyclinic have high motivation in doing their jobs. They are willing to make sacrifices to achieve goals. The presence or absence of a leader's role in the work environment does not affect their work enthusiasm to achieve achievements.

The type of moderation shown by leadership style on the influence of work motivation and work performance in this study is a predictor moderation type. This condition is because leadership style as a moderating variable has a significant effect on work performance. While the interaction between leadership style and work motivation does not have a significant effect on work performance.

Leadership Style Can Moderate the Relationship Between Organizational Culture and Work Performance

The test results show that the interaction variable between organizational culture and leadership style has a significant effect on the work performance of employees at the Surabaya Police Polyclinic. This result is indicated by the p-value obtained of 0.005 which is smaller than 0.050. The original sample value is 0.211. The magnitude of the influence of the interaction relationship between organizational culture and leadership style on the work performance of employees at the Surabaya Police Polyclinic has a t-statistic value of 2.791, this value states that this variable has a significant effect because the t-statistic value of $2.791 > 1.96$ thus hypothesis 6 is accepted.

These results indicate that leadership style is able to moderate the relationship between organizational culture and work performance. A good organizational culture will certainly form a good employee culture, so that organizational culture has a very positive effect on employee performance. Meanwhile, if the culture in the organization is not good, it will certainly have a negative effect on the performance of the company. This is where the company leader plays a role in influencing his employees to implement the organizational culture. So that the leadership style used by the company leader can be moderated to employees so that employees can be influenced and participate in implementing the culture that exists in the company. In accordance with the goal-setting theory, the creation of employee work performance that is in accordance with the company's expectations is the goal that the company wants to achieve. To achieve this, a leader must be able to create conditions that can encourage and enable employees to develop and improve their abilities and skills optimally.

Leadership established by a manager (leader) in an organization can create harmonious integration and encourage employee work enthusiasm to achieve maximum targets. For that, a leader must be more responsible and wise. In the concept of independent subordinate work, subordinates actually want more direction from their superiors. This condition means that the direction of the superior essentially provides clarity and reduces uncertainty, as well as being part of the superior's attention to the interests of the subordinates. In this context, fostering togetherness is an integral part of the leadership process, where subordinates are implicitly willing to accept the superior status of their leader. This result is in line with the opinion of Robbins and Judge (2015) who explained that one way to instill organizational culture in employees is through the leaders in the company. The type of moderation shown by leadership style on the influence of organizational culture and work performance in this study is of the pseudo type (quasi moderation). This condition is because leadership style as a moderating variable has a significant effect on work performance. The interaction between leadership style and organizational culture also has a significant effect on work performance.

CONCLUSION AND SUGGESTIONS

Conclusion

The conclusions of the results of this study can be stated as follows: 1) sWork stress does not have a significant effect on the work performance of employees at the Surabaya Police Polyclinic. This condition indicates that the stress level of employees at the Surabaya Police Polyclinic is in the low category so that the rise and fall of employee stress levels will not affect their performance, 2) work motivation has a

significant effect on the work performance of employees at the Surabaya Police Polyclinic. Work motivation is one of the important elements in a company's personnel in doing a job optimally. If the work is carried out optimally, then employee performance achievement can be realized in accordance with the goals of an organization. The absence of motivation in working means that employees do not want to do their jobs well, 3) bOrganizational culture has a significant effect on the work performance of employees at the Surabaya Police Polyclinic. Organizational culture plays a very important role in building work enthusiasm and attitudes of employees, especially in terms of job satisfaction, in order to create a totality in working which will place the company in a productive and profitable scope. The better the organizational culture developed within the company, the more it will improve employee work performance within the company, 4) leadership style is able to moderate the relationship between work stress and employee work performance at the Surabaya Police Polyclinic. An employee who feels stressed at work and is not supported by good physical health will certainly result in work being unfocused due to these disturbances. This will have an impact on decreasing the performance of an employee. For this reason, a leader is needed who is able to provide direction and guidance to his employees in order to increase their confidence in overcoming disturbances so that they can be more focused on working, 5) leadership style is unable to moderate the relationship between work motivation and employee work performance at the Surabaya Police Polyclinic. This condition indicates that generally employees at the Surabaya Police Polyclinic have high motivation in doing their jobs. They have the willingness to sacrifice in order to achieve goals. The presence or absence of a leader's role in the work environment does not affect their work enthusiasm to achieve achievements, 6) leadership style is able to moderate the relationship between organizational culture and employee performance at the Surabaya Police Polyclinic. Company leaders play a role in influencing their employees to implement organizational culture. The leadership style established in the organization can create harmonious integration and encourage employee work enthusiasm to achieve maximum targets. So that the leadership style used by company leaders can moderate employees so that employees can be influenced and participate in implementing the culture that exists in the company.

Limitations

This research has several limitations including; 1) aThe dense activities of respondents can affect the concentration of respondents in filling out the questionnaire submitted by the researcher so that there are still some respondents who do not complete the questionnaire, and some respondents who fill out the questionnaire are not serious, 2) the data source only uses a questionnaire which does not reflect the actual situation, therefore it would be better if it was added using interviews, 3) the focus in this writing is only to examine work stress, work motivation and organizational culture in influencing work performance, not including other factors such as satisfaction and incentives which may influence and improve the results of this study.

Suggestion



Based on the existing conclusions, the author can provide the following suggestions; 1) it is necessary to pay attention to and improve aspects of organizational culture by maintaining a conducive work climate, providing detailed and detailed job descriptions, and work activities carried out by the Surabaya Police Polyclinic are team-oriented, because this will create employee satisfaction in doing their work so that their loyalty to the company will be high. In addition, effective communication is also needed between leaders and employees so that discipline continues to occur, 2) the Surabaya Police Polyclinic often provides motivation to employees, for example by the company paying more attention to incentives given to employees, physical needs and supporting facilities in work. This is because in addition to receiving a fixed salary, employees also expect additional support in meeting their family's needs. By providing better benefits will encourage employee motivation to work so that their productivity will also increase, 3) pay more attention to factors in the non-physical work environment such as increasing manager attention and support to employees, establishing good communication with employees, and providing direction and supervision to employees in carrying out cooperation between groups, 4) need to develop a more democratic leadership style in the Surabaya Police Polyclinic environment by paying attention to the communication developed in the organization, paying attention to employee feelings in a good and fair manner in order to create a good and harmonious relationship that has been established with its employees, creating a climate or atmosphere of mutual trust in the work environment. This will encourage an employee to carry out a high level of effort if he believes that effort will lead to a good performance assessment, so that productivity can increase.

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