



## The Influence of Work Stress and Organisational Culture on Production Employees Performance of PT Kayika Waskita Indonesia Jombang

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### ABSTRACT

The aim of this research is to explore how work stress and organisational culture impact the job performance of production staff at PT Kayika Waskita Indonesia in Jombang. Data gathering involves the distribution of questionnaires, conducting interviews, observations, and documentation. This study utilizes quantitative methods with a descriptive approach to provide an overview of the research subject based on collected data or samples. The target population consists of production employees at PT Kayika Waskita Indonesia in Jombang. Probability sampling technique is employed to select a sample of 80 employees. Data analysis includes validity and reliability tests, classical assumption tests, multiple linear regression analysis, hypothesis testing using t tests, and determination of the coefficient of determination ( $R^2$ ) with the assistance of SPSS 21 software. The findings indicate that work stress negatively and significantly affects the performance of production employees at PT Kayika Waskita Indonesia in Jombang, whereas organisational culture has a positive and significant impact on their performance.

Keywords: Employee Performance, Job Stress, Organisational Culture

## 1. Introduction

The low level of employee performance is a reflection of the company that is currently experiencing a problem. In order to achieve the work results set by the company, employee performance must be improved. According to Mangkunegara & Hasibuan (2000) the effectiveness of an employee is determined by their ability to complete tasks efficiently and to a high standard, meeting the expectations set out in their role. According to Stephen & Judge (2015) performance refers to the outcome achieved by individuals in their professional duties based on specific standards relevant to the position.

Work stress is considered the initial factor that can impact an employee's performance. According to Stephen & Judge (2015) the work stress is a fluid state wherein a person encounters potential challenges, requests, or assets preferred by the individual with outcomes that are viewed as unpredictable and significant. Hasibuan (2009) states that work-related stress is a phenomenon that impacts an individual's emotions, cognitive abilities, and overall well-being, leading to feelings of unease and persistent anxiety. Consequently, this stress has the potential to impact employee productivity, underscoring the importance for management to enhance the overall work environment for their staff.

Another factor that can affect employee performance is organisational culture. According to Robbins (2002) organisational culture is a collective understanding and a common meaning system among members of an organisation or company. This organisational culture influences individual employees to work together, shapes the organisational identity, encourages the development of collective commitment to the organisation,

and increases the stability of the social system. According to Wirawan (2007), organisational culture is the norms, values, assumptions and philosophy of an organisation developed by organisational leaders and applied to the behaviour of organisational members. In general, organisational culture is formulated as vision, mission, strategic goals, and strategic values. Organisational culture is taught to members of the organisation and its implementation is systematically monitored.

This study builds upon the gaps identified in prior research. Based on research conducted by Nafisah et al. (2023), it shows employee performance is significantly impacted by the negative effects of work stress. In addition, research conducted by Nugroho and Safiq (2019) and Nilawati and Heliyani (2022) shows that work stress has a negative effect on employee performance. Not only that, according to research conducted by (Maria et al., 2024) demonstrates that some aspects of job-related stress can impact employee productivity negatively.

However, research conducted by Pratiwi et al. (2023) shows results where work stress has a significant effect on employee performance. In addition, research conducted by Amalia and Novie (2023) shows results where work stress affects employee performance. Not only that, research conducted by Karo-karo & Ongsa (2022) shows results where work stress affects employee performance.

According to a research by Girsang (2019) demonstrates outcomes indicating that the organizational culture does not play a major role in influencing employee productivity. In addition, Nasir (2020) reveals findings that suggest organizational culture does not impact employee performance. Not only that, Ferdian and Devita (2020) shows results where organisational culture has no significant effect on employee performance.

On the other hand, according to Putu and Sugianingrat (2023) demonstrated findings indicating that the culture within an organization can enhance the performance of its employees. In addition, Sugiharjo (2019) demonstrate that organizational culture greatly impacts the performance of employees. Not only that, according to Ridma Maltareza and Prima Arti (2023) demonstrate findings that illustrate the substantial impact of organizational culture on the performance of the employees.

Starting from the inconsistent results mentioned above, the authors are interested in conducting research at PT Kayika Waskita Indonesia in Jombang. This company is engaged in providing labour with good quality. This company is considered a significant choice for this research because of its distinctive characteristics. In this case PT Kayika Waskita Indonesia provides employees to be employed in the largest medical device production sector in Jombang PT Kayika Waskita Indonesia in Jombang which was established in 2018.

Based on the above description, question remained that is there a correlation between work stress and the productivity of production employees at PT Kayika Waskita Indonesia in Jombang? Furthermore, does the organizational culture also play a role in the performance of the production employees at PT Kayika Waskita Indonesia in Jombang?

## **2. Literature Review**

According to Mangkunegara & Hasibuan (2000) the performance of employees depends on the quality and quantity of their work, which is determined by their ability to complete tasks assigned to them as their responsibilities. Employee performance can largely be interpreted as the results of work carried out quantitatively and qualitatively in the implementation of their duties and responsibilities during a certain period of time (Maria et al., 2022).

According to Robbins & Coulter (2016) work stress is a dynamic condition in which an individual is faced with opportunities, demands, or resources desired by that individual whose results are seen as uncertain and important. Failure to overcome these limitations can lead to frustration, conflict, anxiety, and guilt, which are important types of stress. Mangkunegara & Hasibuan (2000) states that work stress is a state that impacts feelings, cognitive functions, and overall well-being, leading to feelings of anxiety and long-term concern.

According to Robbins & Coulter (2016), organisational culture is a shared understanding and shared meaning system among members of an organisation or company. This organisational culture influences

individual employees to work together, shapes organisational identity, encourages the development of collective commitment to the organisation, and increases the stability of the social system.

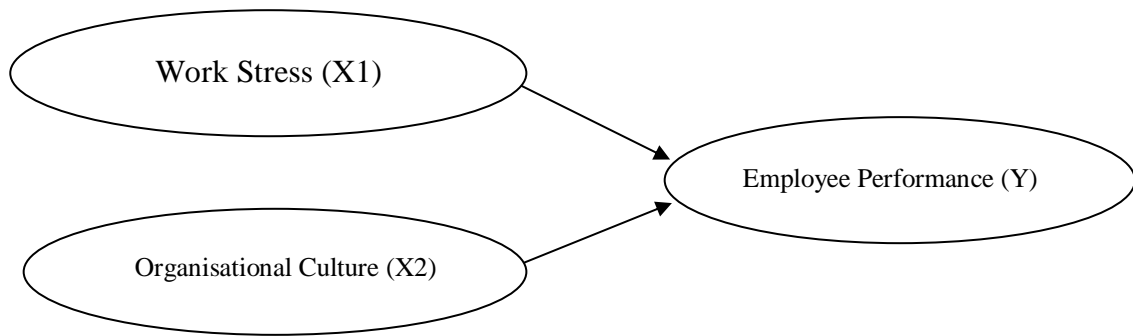


Figure 1. Conceptual Framework

### 3. Methodology

This study utilised a quantitative approach. Research methods that are grounded in the principles of positivism and involve the use of quantitative measures, such as a 5-point Likert scale, are known as quantitative methods. These methods are typically used to study specific populations or samples. The population of 390 production employees from PT Kayika Waskita Indonesia in Jombang. Data collection methods are using questionnaires, surveys, interviews, and also documentation. The method of data analysis utilized involves descriptive analysis and hypothesis testing with the assistance of the SPSS software.

### 4. Results and Discussion

#### 4.1. Results

##### 4.1.1. Multiple Regression Analysis Results

The coefficient of determination (R<sup>2</sup>) in this study is 0.142. These results explain the contribution or contribution of the two independent variables, namely Job Stress (X1), Organisational Culture (X2) included in the regression equation to the dependent variable, namely Employee Performance (Y) is 14.2% while the remaining 58.2% is influenced by work discipline and job satisfaction variables.

Table 1. Multiple Linear Regression Test Results  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	12,233	2,698		4,533	,000		
1 X1	-,259	,120	-,236	-2,164	,034	,934	1,070
X2	,177	,080	,241	2,205	,030	,934	1,070

a. Dependent Variable: Y

The results of the regression equation  $Y = 12.361 - 0.262X_1 + 0.174X_2 + e$ , The regression equation shows that the coefficient of the independent variable X1 (Job Stress) means that if X1 (Job Stress) decreases, employee performance will increase and the coefficient of the independent variable X2 (Organisational Culture) means that if X2 (Organisational Culture) is better implemented, employee performance will increase.

#### 4.1.2. Hypothesis Testing Results

1. The work stress variable (X1) has a  $t_{\text{statistic}}$  of -2.195 with a  $t_{\text{sig}}$  of 0.031. Thus, H1 is rejected, indicating a partial negative and significant impact of work stress on employee performance.
2. The organisational culture variable (X2) has a  $t_{\text{statistic}}$  value of 2.174 with a  $t_{\text{sig}}$  of 0.033, this indicates that the presence of H2 has been acknowledged, suggesting that there is a beneficial and somewhat important impact of organisational culture on employee performance.

#### 4.1.3. Determination Coefficient Test ( $R^2$ )

Table 2. Test Coefficient of Determination  $R^2$

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Durbin-Watson		
					R Square Change	df1	df2			
1	,378 <sup>a</sup>	,143	,121	2,827	,143	6,415	2	77	,003	1,894

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

The coefficient of determination ( $R^2$ ) in this study is 0.142. These results explain the contribution or contribution of the two independent variables, namely Job Stress (X1), Organisational Culture (X2) included in the regression equation to the dependent variable, namely Employee Performance (Y) is 14.2% while the remaining 58.2% is influenced by work discipline and job satisfaction variables.

## 4.2. Discussion

### 4.2.1. The Influence of Job Stress on Employee Performance

According to the findings of the study, it is evident that work-related stress has a partially substantial adverse impact on the productivity of production staff at PT Kayika Waskita Indonesia in Jombang. Supported by the results of previous research where the t-count value is -2.195 with a  $t_{\text{sig}}$  of 0.031. H1 is rejected, indicating a partial adverse impact of work stress on employee performance.

Work stress refers to a state in which tension impacts the emotions, cognitive abilities, and well-being of an individual who is employed. It is crucial to manage work stress effectively as employees experiencing stress are likely to feel overwhelmed, emotionally strained, and uneasy while performing their job duties. This type of stress arises from the strain that causes an imbalance both physically and psychologically, which ultimately hampers the emotional well-being, cognitive functioning, and overall state of employees as they go about their work.

Satisfied employees will always try to do their best for the company where they work. Work stress experienced can reduce employee performance. Employees who feel stressed at work will not feel satisfied with their work. If work stress occurs continuously for a long period of time, it will result in losses to the company. Hence, in order to address this issue, it is essential for employees to receive support from their peers or for the company to actively investigate the challenges faced by employees. This will enable employees to effectively cope with work-related stress and contribute positively to both their own well-being and the success of the company.

The discussion is supported by the results of research (Nugroho & Safiq, 2019); (Maria et al., 2024); (Nilawati & Heliyani, 2022) which state that determined work stress has a negative impact on employee work productivity or their performance.

#### **4.2.2. Effect of Organisational Culture on Employee Performance**

The study findings reveal that work stress has a negative impact on the productivity or performance of production staff at PT Kayika Waskita Indonesia in Jombang. Supported by the results of previous research where the *t* value is 2.174 with a *t*<sub>sig</sub> of 0.033, this means that H2 is accepted, meaning that there is a positive and partially significant effect between organisational culture on employee performance.

Organisational culture is one of the things that needs to be considered in achieving performance in an organisation. This organisational culture is formed in a relatively long time, because this arises due to the influence of internal culture, external culture, and large culture. According to Paramita and Supartha (2022), this organisational culture has a major influence on employee performance, especially in making reforms related to beliefs, values, and attitudes that are adapted and developed in allocating resources.

The findings of this study correspond with the outcomes of research carried out by (Pratiwi et al., 2022); (Aisyah Amalia & Muhafidhah Novie, 2023); (Karo-karo & Ongsa, 2022); (Iskandar et al., 2024); (Sugiharjo, 2019) which concluded that organisational culture has a significant positive effect on employee performance.

### **5. Conclusion**

Based on the results of the research conducted, it can be concluded that employee work stress will affect the performance of production employees at PT Kayika Waskita Indonesia in Jombang. Employee performance will increase if employee work stress is low, conversely if employee work stress is high then employee performance will decrease and organisational culture contributes to the performance of production employees at PT Kayika Waskita Indonesia in Jombang. Employee performance will increase if supported by a work culture that continues to be improved to achieve company goals.

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