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The Influence of Organizational Culture, Leadership, and Work Stress on Employee Performance

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Abstract

This study aims to examine and analyze the influence of organizational culture, leadership, and work stress on employee performance within the Maluku Province Information and Communication Service. The research follows a survey methodology, employing a quantitative analysis approach for data analysis. The study utilizes a census sampling technique, involving a total of 97 respondents. The data is subjected to multiple linear regression for statistical analysis. The results of the quantitative analysis establish several key findings. Organizational culture exhibits a significant positive impact on enhancing employee performance, while leadership also significantly contributes to improved employee performance. On the other hand, work stress demonstrates a notable negative influence on employee performance. For future researchers, it is recommended to consider incorporating additional variables, such as role ambiguity, and applying Structural Equation Modeling (SEM) analysis for a more comprehensive understanding of the relationships.

Keywords

Organizational Culture, Leadership, Job Stress, Employee Performance, Quantitative Analysis.

1. Introduction

Assessment of the state apparatus, especially civil servants, at this time tends to exhibit an unsatisfactory phenomenon. Internal irregularities, convoluted decision-making, excessively long service procedures, weak coordination between agencies, and more, all highlight the "dark side"

of Indonesian civil servants (bureaucracy), which is very conspicuous in the eyes of society. To illustrate, civil servants have not functioned optimally as driving forces for development and community service; instead, they are often perceived as hindrances in the implementation of government and development programs. The capacity of civil servants remains severely limited, and they execute various policies established by the central government. This phenomenon further justifies the consistent poor performance associated with bureaucracy. According to Soewondo (1993), work stress manifests as pressure resulting from one's job or a condition arising from the interaction between individuals and their work. This is marked by changes in an individual that deviate from normal functioning. Excessive stress can jeopardize a person's ability to cope with their environment, impacting employee behavior and performance.

Within the Maluku Province Information and Communication Service (Infokom), despite the high workload and a relatively inadequate number of employees, there exists a harmonious work environment characterized by trust between employees and between leaders and subordinates. This harmony reflects the leadership within the Infokom Office of the Maluku Province. Feedback from several employees indicates that leadership has positively influenced the performance of employees in the Moluccas Information and Communication Service Office. However, feedback also reveals disparities in the distribution of tasks and responsibilities from superiors to subordinates, deviating from the main tasks and functions. The author's observations of leadership behavior within the Infokom Office of the Maluku Province suggest a lack of direction, guidance, and coaching to enhance employee performance.

The Infokom Office of Maluku Province serves as a supportive entity for the governor's responsibilities in the realm of communication and informatics. It is headed by a Service Chief, who is structurally accountable to the Governor of Maluku. Leadership involves various processes that influence individuals or groups towards a common goal. Based on the background description, previous study results, and the author's propositions, a more comprehensive investigation is required to analyze the effects of organizational culture, leadership, work discipline, and work stress on the performance of employees in the Information and Communication Service Office of the Province of Maluku. Building upon the aforementioned background, the research problem formulated in this study is as follows: Does organizational culture impact employee performance? Does leadership influence performance? Does work stress affect employee performance?.

2. Literature Review

The literature review intertwines several critical aspects that collectively contribute to the comprehensive understanding of the study's context. Organizational culture, as defined by Robbins (1996), shapes the shared meanings held by members, effectively distinguishing an organization from its peers. This intricate web of perceptions, as highlighted by Ivancevich, Konopaske, and Matteson (2006) and Mullin (2005), forms the bedrock of an organization's beliefs, values, and expectations. Leadership, the art of influencing others, plays a pivotal role in guiding subordinates toward tasks they may not inherently favor, as articulated by Siagian (2004). The impact of effective leadership on inspiring heightened effort, as noted by Alwi (2001), emphasizes the significance of this influencing process in achieving important objectives. Echoing this, Burhanudin (2007) highlights leadership as a behavior that rallies group activities

toward the accomplishment of organizational goals. These leadership indicators, encompassing attributes like intelligence, social maturity, self-motivation, and adept human relations, are outlined by Keith Davis (1995), underscoring their pivotal role in determining leadership effectiveness.

Transitioning to the realm of work stress, it becomes evident that this condition significantly affects individuals' emotional, cognitive, and physical well-being, as described by Davis and Newstrom (1996). Soewondo (1993) emphasizes that work stress, stemming from the interaction between humans and their work, can lead to deviations from normal functioning. The potential for stress to serve as a catalyst for growth, as acknowledged by Robbins (2006), adds a nuanced dimension to its implications. Turning to the indicators of work stress, Handoko (2002) identifies elements such as supervision quality, workload, time pressure, feedback, authority, dual roles, and the adaptation to change, collectively encapsulating the multifaceted nature of stress within the work environment. The spotlight then shifts to the evaluation of employee performance, as emphasized by Handoko (2002). This evaluation, according to Gomes (2000), entails comparing the tangible outcomes of specific tasks or activities within designated timeframes against predefined standards. The resultant feedback and improvement discussions, as highlighted by Handoko (2002), play a vital role in enhancing future performance. Mas'ud (2004) provides a detailed array of employee performance indicators, ranging from work quantity and quality to punctuality, efficiency, ability, and creativity. Together, this intricate tapestry of organizational culture, leadership dynamics, work stress factors, and employee performance indicators shapes a holistic comprehension of the intricate interplay within the organizational realm.

3. Operational Definition

The operational definitions section serves to precisely delineate key concepts, facilitating a nuanced grasp of their essence and implications. Organizational Culture (X1), as articulated by Robbins (2006), comprises a cluster of seven primary characteristics that collectively encapsulate its nature. These seven characteristics encompass elements such as innovation, risk-taking, meticulous attention to detail, an orientation towards outcomes, prioritizing people, nurturing teamwork, displaying assertiveness, and maintaining stability. These dimensions collectively contribute to the multifaceted fabric of organizational culture.

Transitioning to leadership (X2), it encompasses the entirety of actions aimed at influencing individuals to collaboratively pursue shared goals. This multifaceted process, as illuminated by leadership indicators, encompasses qualities such as intelligence, social maturity, extensive social connections, self-motivation, drive for achievement, and effective human relations. These facets collectively mold the essence of leadership dynamics. In exploring Work Stress (X3), job stress emerges as a state of tension that impacts one's emotions, cognitive processes, and overall well-being. Measurement indicators unveil the multifaceted dimensions of work stress, encompassing factors like the quality of supervision, workload intensity, pressures and time constraints, the provision of feedback, authority to fulfill responsibilities, the intricacy of role ambiguity, and adaptation to various forms of change. These dimensions intricately interplay to characterize the complex nature of work stress.

These operational definitions intricately unravel the core essence of organizational culture, leadership dynamics, and work stress, providing a coherent framework to interpret their roles and dynamics within the organizational context.

4. Research Methodology

The study was designed to examine and analyze the influence of trust, professionalism, and employee performance. To answer the problems that have been formulated, the goals to be achieved and at the same time test the hypotheses of this research design: This research is a type of survey research, namely research that takes samples from a population using a questionnaire as the main data collection tool. Singarimbun in Singarimbun and Effendi, Ed. (1999). According to Arikunto (2002), the population is all research subjects and is a generalization area consisting of research objects/subjects that have certain qualities and characteristics that are applied by researchers to be studied and then conclusions drawn. The population is the employees of the Moluccas Province Information and Communication Service.

According to Sugiyono (2009), the sample is part of the number and characteristics possessed by the population, namely the Infokom Office of Maluku Province, which totals 97 people. The sampling technique in this study used a saturated sampling technique, namely all members of the population were used as respondents, namely 97 people. The research employs a dual approach in data collection, incorporating both Quantitative and Qualitative data. Quantitative data involves numerical information that can be counted, such as the count of employees. In contrast, Qualitative data encompasses non-numerical information, including details about the research location, organizational structure, and a comprehensive overview of the institution.

The method used in collecting research data. Specifically in this study, data collection techniques include: 1) Questionnaire, the main tool for collecting data in this study is a questionnaire submitted to respondents who are closed. 2) Interview or interviews, data collection techniques by conducting direct interviews with respondents. This technique was carried out in the hope of obtaining additional information to complete data that might not have been covered in the questionnaire 3) Documentation, namely by studying existing documents at agencies related to research problems. In this study, the research instrument test requirements and the classical assumption test requirements for instrument analysis were met, then a classical assumption analysis was performed. There are three deviations from the classic assumption that occur quickly in the use of the regression model, namely multicollinearity and non-regressive heteroscedasticity. BLUE (Best Linier Unblased Estimation).

To test the hypothesis with a certain level of significance. As for testing the hypothesis in this study, Multiple Regression Analysis is a dependency technique. So that the variables to be divided into the dependent variable (Y) and the independent variable (X). This analysis shows that the dependent variable will depend (influenced) on more than one independent variable. The form of multiple regression analysis according to Sulaiman (2004) is :

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

The effect of independent variables on the dependent variable individually was tested by t test. To obtain the best multiple regression model, it is necessary to test the hypothesis of the proposed regression model.

5. Research Results

In data processing using linear regression, it was carried out to prove the relationship between the independent variables and the dependent variable, namely the influence of organizational culture (X1), leadership (X2), and work stress (X3), on the performance of employees of the Maluku Province Information and Communication Service (Y). The results of multiple regression calculations can be seen in Table 1.

Table 1. Regression Analysis Results

Variable	Unstandardized Coefficients (B)	t-stat	Sig.	Information
Constant	14.03			
Organizational culture (X1)	0.296	3.350	0.001	Significant
Leadership (X2)	0.275	3.468	0.001	Significant
Work stress (X3)	-1.162	-2.383	0.019	Significant
R		0.823		
R Square		0.678		
F-stat.		50.029		
Sign. F		0.000		

Source: Processing Data, 2023

Regression model based on the analysis results using SPSS version 23 can be formulated as the following regression equation:

$$Y = 0.296X1 + 0.275X2 - 0.162X3$$

To verify whether the independent variable significantly influences the dependent variable, an analysis using the t-test method is conducted. The Table 2 presents the t-test results and the value of the t-table at a significance level of 5% or $\alpha = 0.05$ (one-tailed).

Table 2. Hypothesis Testing Results

	Hyphotesis	Score	Status
1.	Organizational culture has a positive effect on the performance of employees	t = 3.350 t-table = 1.658 Sig = 0.000	Accepted
2.	Leadership has a positive effect on the performance of employees	t = 3.468 t-table = 1.658 Sig = 0.000	Accepted
3.	Work stress has a negative effect on the performance of employees	t = -2.383 t-table = 1.658 Sig = 0.000	Accepted

Source: Processing Data, 2023

The findings of this study robustly demonstrate that organizational culture exerts a significant positive influence on employee performance. The outcomes of descriptive calculations provide compelling evidence, illustrating that a majority of employees within the Maluku Province

Information and Communication Service have accumulated more than five years of experience. This phenomenon signifies that the majority of employees have internalized the organizational systems, norms, rules, beliefs, and shared expectations that profoundly shape their behavior within the organization. The study's outcomes elucidate the significance of values and assumptions that promote a conducive workplace environment, where employees adhere to procedures, leaders effectively coordinate office operations, work plans are streamlined for efficiency, and timely and high-quality performance is achieved. These insights are further reinforced by the cohesion among individual employees and the intensity of their commitment.

These conclusions find resonance in the perspectives of Ivancevich, Konopaske, and Matteson (2006) as articulated by Laurie (2005), which emphasize how organizational culture is perceptively constructed by employees, shaping a framework of beliefs, values, and expectations. The study's outcomes align with Anton Helistiawan's research (2008), corroborating the significant impact of organizational culture, leadership, and competence on employee performance. Additionally, the study's results support the findings of Xenikou and Simosi (2006), who underscore the influence of organizational culture on employee performance within various financial business units in Greece. Furthermore, these outcomes corroborate Martono's study (2006), reinforcing the assertion that organizational culture significantly affects the performance of regional government-owned enterprise employees.

In contrast, the findings of Brackertz's study (2006) diverge from this narrative, demonstrating that physical performance aspects affect the performance of public servants in Australia. The research establishes a link between enhanced physical facilities and superior public service outcomes. The study's findings also unveil a notable impact of leadership on the performance of employees within the Maluku Province Information and Communication Service (Infokom). Leadership emerges as a crucial determinant, exerting psychological influence on employees that kindles passion, encourages cooperation, and instills discipline. This dynamic aligns with Madura (2003) that defines leadership as an action fostering enhanced processes to attain organizational goals and expectations. Effective leadership entails understanding coordination, bearing responsibility, socializing goals, and dispensing wisdom.

Furthermore, the research attests to the influence of the work environment on employee performance. The results resonate with Helistiawan's study (2008), partially establishing the impact of leadership on employee performance within the Information and Communication Service (Infokom) of Maluku Province. Additionally, the study supports Numberi's research (2010), affirming leadership's influence on the performance of outsourced workers at PT. Bank Papua Jayapura Head Office. The study's empirical analysis substantiates that work stress significantly impacts the performance of employees within the Maluku Province Information and Communication Service (Infokom) involved in public service duties. Moreover, the analysis underscores the inverse relationship between lower stress levels and employee performance, as indicated by loyalty, work quality, task responsibility, rule adherence, honesty, teamwork, and innovative initiatives. These insights are further substantiated by the demographic characteristics of the respondents—relatively mature in age with substantial work experience—facilitating emotional stability and a higher level of work proficiency. This environment supports the capacity of Maluku Province Information and Communication Service (Infokom) employees to manage

work pressure effectively, thereby aligning with the study by Tamaela (2011), which links individual stress levels to performance decline.

7. Conclusion

In accordance with the insights gleaned from the detailed statistical analyses provided in the preceding discussion, several significant conclusions can be drawn. First, the study affirms that organizational culture exercises a noteworthy influence over the performance of employees within the Maluku Province Information and Communication Service. Second, the pivotal role of leadership becomes evident as it significantly shapes the performance outcomes of Infokom employees within the province. Lastly, the study underscores the impact of work stress, establishing its adverse effect on the performance of employees within the same context.

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