



## The Influence of Organizational Culture and Work Stress on the Performance of Production Section Employees at PT. Japfa Comfeed Indonesia Tbk Hatchery Parungkuda Unit

Ismartaya<sup>1\*</sup>, Palahudin<sup>2</sup>, Aldri Yustiansyah<sup>3</sup>

1-3University of Djuanda

Corresponding Author: Ismartaya [ismartaya@unida.ac.id](mailto:ismartaya@unida.ac.id)

---

### ARTICLE INFO

*Keywords:* Organizational Culture, Work Stress and Employee Performance

*Received :* 6, June

*Revised :* 16, July

*Accepted:* 20, August

©2024 Ismartaya, Palahudin, Yustiansyah: This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



### ABSTRACT

The purpose of this research is to ascertain how employees at PT. Japfa Comfeed Indonesia Tbk Parungkuda Hatchery Unit feel about organisational culture, work stress, and employee performance, as well as how these factors affect employee performance. This study employed a quantitative descriptive and verification methodology. Sixty-one employees served as the research sample for the questionnaire distribution. An ordinal scale is used in the data analysis technique to analyse multiple regression, multiple correlation, coefficient of determination, and hypothesis testing. Employee performance is poor, job stress is adequate, and employee reactions to organisational culture are rather excellent. Employee performance at PT. Japfa Comfeed Indonesia Tbk Parungkuda Hatchery Unit is positively and significantly impacted by both organisational culture and job stress, according to the study's findings. PT. Japfa Comfeed Indonesia Tbk Parungkuda Hatchery Unit, however, work stress has a negative and negligible impact on employee performance, whereas organisational culture has a somewhat favourable and considerable effect.

## INTRODUCTION

Many various businesses have emerged along with the advancement of technology and science. This requires too companies or institutions that survive in competitive competition must improve their quality. Good company quality must be accompanied by Human Resources (HR) management. The HR element in business is important because HR plays a role in realizing business goals. Improving the standard of the workforce can be seen according to the performance of the workforce in the organization. Performance is the outcome of a worker's efforts in relation to the demands of their position (Bangun, 2022). An worker is considered successful in carrying out his work or has a good job if his the performance outcomes surpass the established benchmarks. Performance can be impacted by a number of things, including workplace culture and stress.

Organisational culture is the set of principles, presumptions, beliefs, and norms that members of an organisation have long accepted and adhered to. These values are used by employees to direct their behavior and solve organizational problems (Sutrisno, 2018). Company Culture is an assortment of principles and habits shared by all employees (workers). Not only company culture, work stress affects performance. Work stress is the physical and physiological reaction of a worker or workers to events that they perceive as threatening them in their workplace or position (Hadi & Hanurawan, 2017). High stress levels have an adverse effect on workers' performance. The dangers of stress come from the weariness that results from spending extended amounts of time in emotionally taxing situations on a physical, emotional, and cerebral level. As time goes by, the process gets progressively worse.

One of the biggest and most reputable agri-food businesses in Indonesia is PT. Japfa Comfeed Indonesia Tbk. The corporation has monthly targets set at the company's annual meeting, but the unit has not been able to achieve these targets. Resulted from evidence of employee low performance.

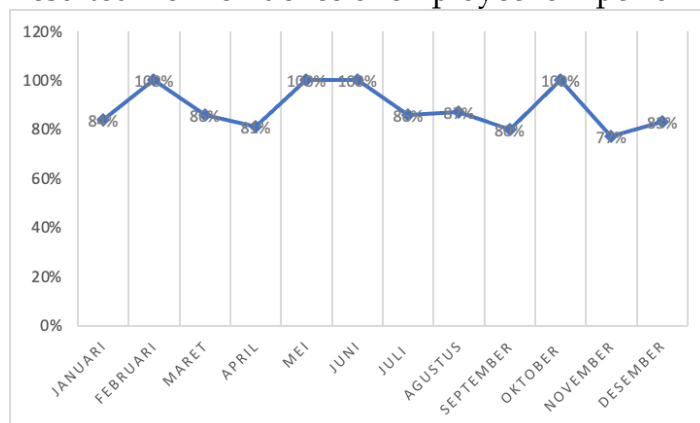


Figure 1. The Target Company

PT. Japfa Comfeed Indonesia Tbk. The Parungkuda Hatchery unit produces one hundred DOC chicks, with variable results. With an average of 87% not achieved, employees are showing poor performance. There is no ideal production target because on how organisational culture and worker stress affect the business.

If the organisational culture of the business is not aligned and does not match employee work activities, it will help achieve production and operational targets. However, if the organisational culture of the business is not aligned and does not match employee work activities, employee work productivity will decrease, and employee performance will also decrease. Apart from that, work stress is also a cause of decreased performance. Work stress is very individual and destructive if there is no balance between a person's mental resilience and the pressure they experience. Stress is the difference between meeting a person's needs and what they get from their environment. Employees cannot withstand work stress in the long term, so they can no longer work for the company. This is the result of a pre-survey conducted on 20 employees about company culture and work stress,

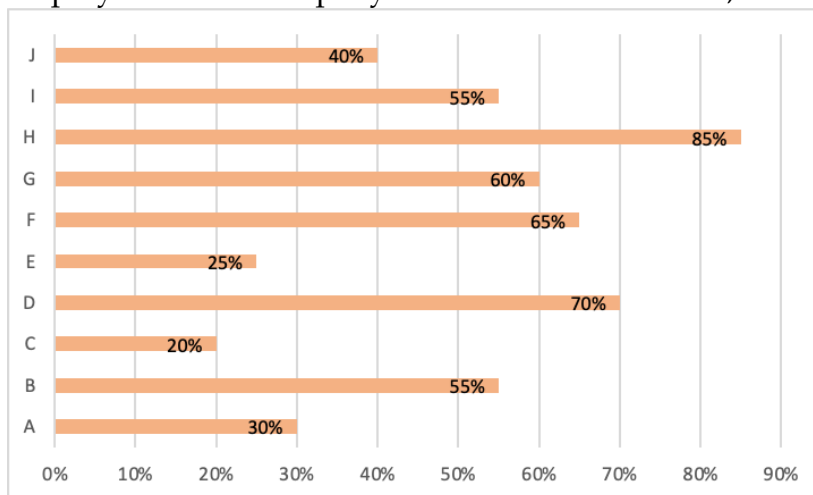


Figure 2. Pre-Survey of Company Culture and Job Stress

Based on this picture, respondent (A)'s response states that only 30% of employees work enthusiastically and obey all the rules. Apart from that, respondent (B)'s response states that he takes initiative at work and does not depend on his superiors. Respondent's response (C) was that employees behave politely towards everyone, only 20%, respondent's response (D) was that they always used their working time effectively and response (E) was that 25% of employees always consulted when there was a problem. This illustrates that the company culture is still not in line with employee expectations and desires. Sixty-five percent of workers believe that there are too many duties assigned to them (F) or that there are extra activities they must complete in addition to their assigned work (G). Apart from that, pressure and lack of support from other employees as well as organizational pressure accounts for 85% of the causes of work-related stress (H), ambiguous positions (I), and 40% of employees' lack of sense of leadership (J). This shows that contract employees who experience work stress while working are still high because they exceed half the number of employees.

Considering that it is important urge businesses to consider how employee work stress and company culture affect employees' performance, the objectives of this research are 1) how do employees respond to company culture, stress and performance ?, 2) How do work-related stress and corporate culture affect performance at the same time and to varying degrees?.

## LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### Literature Review

This era on business development that is currently emerging requires business people to compete in maintaining their businesses in a competitive manner. One way to survive amidst competitive competition is to improve the quality of the company through management within the company. It is important for business management to organize and utilize resources effectively and efficiently. HR elements are important to develop in helping to realize the objectives of the company.

The success of a position of HR cannot be divorced from the organisation in it. A quality company indicates that there are quality human resources as well as a driving force in carrying out company operations. The performance of human resources within the organisation is a good indicator of their quality. Employee performance affects an organization's or business's capacity to accomplish its objectives. Worker performance refers to the outcome that an employee achieves while performing their job in line with their responsibilities. The output of the work achieved by an employee in accordance with job requirements are called performance (Bangun, 2022). There are also those who say that employees are successful in doing their work if the work results they obtain are better than the work standards that have been determined. There are several benefits from employee performance appraisals, such as helping employees become more motivated to work, become more satisfied with their work, and making the standard of results clearer for those conducting the appraisal. In addition, employee performance appraisals can help reduce differences between employees and superiors, and be a means of identifying employee changes or rotation. In work, there are several things that can affect performance, such as organizational culture and work stress.

Organizational culture is defined as the values, beliefs and assumptions that members of an organization have agreed upon. According to Sedarmayanti (2017), organizational culture can be defined as the way workers act in a company. It can also be defined as the attitudes, beliefs, and values commonly held and emerging within an organization. Through organizational culture, companies can enable organizational members to come together to learn how to interact with each other and become better prepared to adapt to innovation and competition in changing times.

It's not just positive things that can affect performance, negative things can also affect it, such as work stress. Work stress is a response shown by individuals when they face work demands and pressures that are not in accordance with their knowledge and abilities, although pressure at work cannot be avoided due to the demands of the modern work environment (Saleh, et al 2020). Stress that is not handled properly usually causes a person to become less independent in interacting with their work environment, both at work and elsewhere. As a result, employees will experience various negative symptoms, which in turn affect their performance at work. There are several things that can cause a person's work stress, such as stress originating from outside the organization, for example social and technological changes, stress originating from the workplace such as organizational rules and co-workers or stress resulting from conflict between individuals and companies. If left unchecked, this will result in various pressures on employees, such as having unstable

emotions, feeling unhappy, liking to be alone, struggle with falling asleep, smoke a lot, find it difficult to unwind, experience anxiety, stress, or anxiousness, have elevated blood pressure, or experience stomach issues.

### **Hypothesis Development**

Performance is critical to the company's success. The emergence of low employee performance will result in the company experiencing losses which will ultimately damage the quality of the company. It is important to have the role of HR Management in establishing responsibility in the company for good HR management so that workers can adhere to the company's policies culture or rules in harmony, comfort and without being burdened which can result in work stress. An organizational culture that is appropriate to employees' daily activities will help achieve production and production targets. The better organizational culture programs are implemented, the employee performance will increase and vice versa. Apart from that, HR Management must also pay attention to the relationship between employee performance and work stress because this is very important. Employees must consider work stress factors that influence their performance so that they can complete their main tasks and functions well, because high work stress can prevent them from achieving the expected results and be detrimental to the association. This is consistent with the study that was done by Anggraeni (2017),; Aprilianti, dik (2021) and Pangabean and Hidayat (2021), who found that organizational culture and Employee performance factors showed a favourable correlation with job stress concurrently.

Company regulations that are in line with employees' daily activities will make employees comfortable and not burdened in following company regulations and further pursuits. Company regulations that are in line with employees' daily activities will become an organizational culture that is easier to implement and more effective. This culture will affect the performance of the business as a whole. This shows that creating a good company culture will improve employee performance. This statement aligns with studies conducted by Mas;ud (2017) and Chairunisa, et al (2021) which demonstrate that organisational culture has a noteworthy and favourable impact on performance.

If an workers experiences job stress while at work, it will affect their ability to achieve targets. If an employee feels disturbed when carrying out their work activities, they will feel disturbed when doing their work. Employees who feel high work stress are very dangerous because it will disrupt operations and hinder target achievement. This is because work stress can reduce employee work productivity which can affect the business as a whole performance, including decreasing income and profits. This illustrates that work stress can have a negative effect on performance. This is consistent with studies carried out by Buulolo, et al (2021), Mesme, et al (2018) and Harini, et al (2015), Their study's findings demonstrate that work stress impairs performance.

### **Research Method**

Objects chosen in the study were contract employees of PT. Japfa Comfeed Indonesia Tbk. Hatchery. There were 61 contract employees as the study sample. The

sample method Purposive sampling is employed to obtain non-probability samples., namely determining the sample with certain considerations. The method for collecting information makes use of a validity and reliability verified questionnaire. The data analysis method uses description analysis, verification, multiple linear analysis in prerequisite testing. Upon instrument testing, multiple regression analysis, multiple linkages and determinant coefficients were carried out. Then the hypotheses are tested together (F test) and individually tested (t test). The instrument testing results were declared consistent and reliable. The results of the The findings of the heteroscedasticity test showed that the scatter plot did not construct a specific model, indicating that the regression did not have heteroscedasticity. The preliminary test also found that the data was normally distributed and that the study did not have multicollinearity issues.

## RESULTS AND DISCUSSION

### Validity Test

Tests for validity are carried out to measure the statements in the questionnaire. According to (Sugiyono, 2017), validity tests are used for measurements that should be measured. The validity of data is achieved if the statement is able to express what will be expressed. Because the calculated  $r$  is higher than the  $r$  table (0.3), the validity test results for all statement items in this study on the variables of organisational culture, job stress, and employee performance are deemed valid.

### Reliability Test

Reliability testing is useful for determining the reliability of questionnaire scores, which indicates that identical outcomes will be obtained if the research tool is administered to the same group at different times. The results of the reliability test demonstrate that all variables have Cronbach Alpha values greater than 0.60; so the results are reliable.

### Classical Assumption Test

#### Normality Test

The purpose of the normality test is to determine whether the residual or confounding variables in the regression model have a normal distribution. The outcomes of the normalcy test are:

Table 1. Kolmogorov Smirnov Test Results

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residuals
N		61
Normal Parameters <sup>a, b</sup>	Mean	,0000000
	Std. Deviation	2.92964537
	Absolute	,076

Most Differences	Extreme Positive	,076
	Negative	-,064
Statistical Tests		,076
Asymp . Sig. (2-tailed)		,200 c,d

The normality Using the Kolmogorov Smirnov table, the test is conducted. The study's findings are distributed regularly, and a sig assessment of 0.200 indicates that the sig value is more than 0.05.

### Multicollinearity Test

To determine whether the regression model identified any association between the independent variables, the multicollinearity test is used. These are the multicollinearity test findings:

Table 2. Multicollinearity Test Results Coefficients <sup>a</sup>

Model		Collinearity Statistics	
		Tolerance	VIF
1	Organizational culture	.420	2.381
2	Work Stress	.420	2.381

a. Dependent Variable: Employee Performance  
Source: Primary data processed, 2020

The VIF result indicates that there is no multicollinearity issue in the regression model for the variables related to promotion and service quality < 5 and a tolerance value of more than 0.05 .

### Heteroscedasticity Test

Test determines whether there is a variance inequality between the residuals of one observation and the residuals of another observation in a regression model. The following are the outcomes of the heteroscedasticity test,

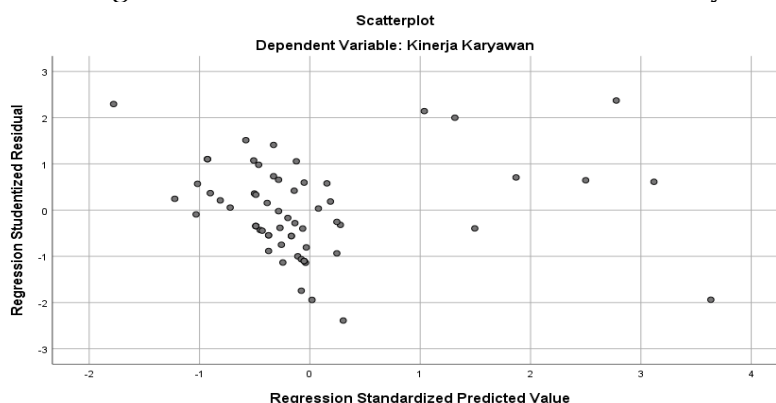


Figure 3. Heteroscedasticity Test with Scatterplot

## Employee Responses to Organizational Culture, Job Stress and Performance

The outcomes of employee responses regarding corporate culture were 2.92, this shows that the company culture is quite good based on self-awareness, aggressiveness, personality, performance and teamwork. The results of the response to work stress show a figure of 2.58, this means that employees experience high stress at the company due to demands on tasks, roles, relationships, organisational structure, and leadership. Meanwhile, employee responses to performance show that employees perform less well at 2.54 based on the amount of work, quality, punctuality, attendance and cooperation.

### The Influence of Organizational Culture and Work Stress on Performance

Multiple linear regression analysis can be used to assess how work stress and company culture affect performance. The computation results are summarised here:

Table 3 A synopsis of the results of the organisational culture calculation and the work stress ratio against performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	3,036	2,353		1,290	,202
	Organizational culture (X <sub>1</sub> )	,524	,081	,653	6,452	,000
	Work stress (X <sub>2</sub> )	,295	,115	,258	-2,552	,310
	t <sub>table</sub>	1,672				
	F <sub>count</sub>	87,190				
	Sig	0,000				
	F <sub>table</sub>	4.00				
	R	,866				
	R <sup>2</sup>	,750				
	Adjusted R <sup>2</sup>	,742				
	Alpha ( a )	,050				

Source: Data processing output with SPSS 26, 2024

The pattern of The calculated model's regression equation is as follows:  $Y = 3.036 + 0.524 X_1 - 0.295 X_2 + e$ . The organizational culture regression coefficient ( $X_1$ ) shows positive and significant results. This shows that factors related to organisational culture positively affect employee performance. This shows that if organizational culture is improved, employee performance will increase assuming work stress remains. This is consistent with studies by Immanuel and Mas'ud (2017), Pangabean and Hidayat (2021), and Chairunisa et al. (2020), which discovered a favourable association between improved organisational culture and higher employee performance. The work stress regression coefficient ( $X_2$ ) is negative. This shows that work stress factors have a negative and insignificant impact on worker performance. This shows that if work stress increases, employee performance will decrease. This is in accordance with research by Buulolo et al. (2021) and Messie et al. (2018) who found that higher levels of work stress were negatively correlated with employee performance.

A multiple correlation analysis describes the relationship figures 0.866 meaning it has a very strong or positive connection. In the meanwhile, the dimensions  $R$  squared is approximately 75%, or 0.750. This shows that 75% of the elements that determine how much work stress and business culture affect performance are related to work, and the remaining 25% are influenced by aspects like motivation, competence, and work design that are not included in this study pattern. The  $F$  count, which is the largest from the  $F$  table ( $87.190 > 4.00$ ), indicates that, if  $H_0$  is rejected and  $H_a$  is accepted, then, at a 95% confidence level, corporate culture ( $X_1$ ) and stress ( $X_2$ ) both have a positive and significant impact on performance ( $Y$ ). The calculated  $F$  assessment is 87.190, and the  $F$  table value is equal to 4.00. This supports the findings of studies by Harahap (2023), Kalbadri (2021), and Nafisah et al. (2023) showing that job stress and organisational culture have a positive and significant impact on employee performance.

The calculated  $t$  value of 6.452 and the  $t$  table value of 1.672 for corporate culture indicate that the  $t$  calculated is greater than the  $t$  table ( $6.452 > 1.671$ ). Thus, it may be concluded that company culture ( $X_1$ ) has a positive and considerable impact on performance ( $Y$ ) as  $H_0$  is rejected and  $H_a$  is accepted. This supports studies by Chairunisa et al. (2021), Pangabean and Hidayat (2021), Immanuel and Mas'ud (2017), and Anggraeni (2017) that demonstrate the beneficial and noteworthy impact of organisational culture on performance.

The estimated  $t$  value for promotion was -2.552, while the  $t$  table value was 1.672, indicating that the  $t$  count was more than the  $t$  table ( $-2,552 > 1,671$ ). As a result,  $H_0$  is disapproved of while  $H_a$  is approved, indicating that stress ( $X_2$ ) significantly and negatively affects performance ( $Y$ ). This supports studies by Julvia et al. (2016), Anggraeni (2017), Messie et al. (2018), Harini et al. (2018), and Messie et al. (2018) that found stress negatively affects purchase decisions.

It is possible to conclude that organisational culture has the greatest influence on performance based on the findings of individual hypothesis testing. Japfa Comfeed Indonesia Tbk. Hatchery. Organisational culture is crucial since it can raise productivity and employee performance. The culture of an organization influences the behavior of members because the value system within it can be used as a basis for

employee behavior that focuses on achieving predetermined goals and work results. In other words, if the organizational culture is good, organizational members will be good and qualified people.

## **CONCLUSION**

It is evident from the findings and discussion that workplace culture and stress both positively and significantly affect employee performance at the same time. While each company performance is positively and significantly impacted by culture, and negatively and significantly impacted by job stress. Therefore, improving performance can be done through conformity with the organizational culture supplied to staff members by the business, and reducing work stress levels by providing work tasks according to employee abilities, which can be done by reducing anxiety and fear of leadership in the company, creating a comfortable work environment for employees. so they can focus on their work and improve their abilities through on-the-job training and development. By paying attention to these things, it is hoped that performance can improve. It is advised that in order to make the research more accurate and representative, the sample size be increased. Additionally, factors not included in the research model should be added, and the results of respondent interviews should be added to the study to further enhance its representativeness.

## REFERENCES

- Anggraeni, Imas. 2017. "Pengaruh Budaya Organisasi, Stress Kerja dan Motivasi Kerja Terhadap Kinerja Karyawan di Politeknik Komputer Niaga (PKN) dan Sekolah Tinggi Manajemen Ilmu Komputer (STMIK) LPKIA Bandung", *Jurnal LPKIA*. Volume 10, Nomor 2, Desember 2017: 38-44.
- Aprilianti, Riska, Sigit Wisnu Setya Bhirawa dan Wahyu Widodo. 2021. "Pengaruh Stress Kerja, Motivasi Kerja dan Budaya Organisasi Terhadap Kinerja Karyawan," *Jurnal SENMEA Universitas Nusantara PGRI*. Volume 4, Nomor 1, Agustus 2021: 428-434.
- Bangun, W. 2022. *Manajemen Sumber Daya Manusia*. Jakarta: Erlangga.
- Buulolo, Festinahati, Paskalis Dakhi dan Erasma F. Zalago. 2021. "Pengaruh Stress Kerja Terhadap Kinerja Pegawai pada Kantor Camat Aramo Kabupaten Nias Selatan", *Jurnal Ilmiah Mahasiswa Nias Selatan*. Volume 4. Nomor 2, Juli 2021: 191-202.
- Chairunisa, Astrid, Samsuri, Ermi Yuningsih dan Yulianingsih. 2021. "Pengaruh Budaya Organisasi dan Lingkungan Kerja Terhadap Kinerja Pegawai di Tengah Pandemi Covid-19 pada Kantor Pelayanan Pajak (KPP) Pratama Ciawi Bogor," *Jurnal Manajemen dan Bisnis (Visionida) Fakultas Ekonomi Universitas Djuanda Bogor* Vol.8, No.1 Juni 2022: 100-106.
- Edison, E. I. 2016. *Manajemen Sumber Daya Manusia*. Bandung: Alfabeta
- Hadi, C. and Hanurawan, F. 2017. *Psikologi Industri dan Organisasi*. Sidoarjo: Zifatama Jawa.
- Harini, Sri, A. Septiana dan Sudarijati. 2018. "Pengaruh Stress Kerja dan Kepemimpinan terhadap Kinerja Karyawan pada PT. Han UI Jaya Garment." *Jurnal Visionida*. Vol.9 No. 1. Edisi April 2018. E-ISSN: 2550- 0694. P-ISSN: 2442-417X. Halaman 34-46.
- Hasibuan, M. S. P. 2017. *Manajemen Sumber Daya Manusia*. Jakarta: PT. Bumi Aksara.

Julvia, Cristine. 2016. Pengaruh Stress Kerja dan Konflik Kerja Terhadap Kinerja Karyawan, *Jurnal Ilmiah Manajemen Bisnis*. Volume 16, No.1 Januari-Juni 2016: 59-70.

Messie, Rachel Natalya, William A. Areros dan Wilhelmina Rumawas. 2018. "Pengaruh Stress Kerja Terhadap Kinerja Karyawan pada Kantor Pengelola IT Center Manado," *Jurnal Administrasi Bisnis*. Volume 6. Nomor 2, Tahun 2021: 41-48.

Pangabean, Mei dan Rusdi Hidayat. 2021. "Pengaruh Budaya Organisasi, Stress Kerja dan Motivasi Kerja Terhadap Kinerja Karyawan pada PT. Angkasa Pura 1 (Persero) Bandara Internasional Juanda Surabaya," *Jurnal Ilmiah Manajemen Ubhara*. Volume 3, Nomor 1, Oktober 2021: 202- 211.

Sugiyono. 2017. *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan*