The Influence of Organizational Culture, Workload, and Work Stress on the Performance of Non-Medical Employees

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ABSTRACT

This study aims to examine and analyze the influence of Organizational Culture, Workload, and Work Stress on Employee Performance. The population in this study consisted of 60 non-medical permanent employees at the XYZ Hospital. The sampling method used in this study is a saturated sampling technique, where the entire population is used as a respondent. This study uses a quantitative descriptive approach, with data collection techniques in the form of surveys and research tools in the form of questionnaires using the Likert scale. Data analysis was carried out using SmartPLS software. The results of this study show that organizational culture variables have a positive and significant impact on employee performance, workload has a negative and significant impact on employee performance, and work stress also has a negative and significant impact on employee performance.

Keywords: *Organizational Culture; Workload; Work Stress; Employee Performance.*

INTRODUCTION

The advent of the Fourth Industrial Revolution has brought fundamental changes to the global industrial landscape. Organizations are now required to adapt to more flexible, technology-driven systems and respond rapidly to the increasingly dynamic market environment (Efandi et al., 2023). This transformation compels companies to enhance competitiveness through operational efficiency and continuous innovation. In this context, human resources (HR) hold a strategic role, as the success of technological adaptation and innovation largely depends on the quality of the workforce(Aristo et al., 2022). Competent employees are not only able to keep pace with technological developments but also generate creative and innovative ideas that contribute directly to organizational performance (Husin et al., 2021).

Employee performance is a crucial indicator of organizational success. According to Marlapa and Sugianto (2023), employee performance reflects the tangible output produced from an individual's abilities and skills, rather than their personal characteristics. High performance facilitates the achievement of organizational objectives, while low performance can hinder goal attainment (Triansyah et al., 2023). Therefore, performance management becomes an essential aspect of strategic management. One of the key measures to improve performance is human resource development, which may include training, incentives, and fostering a supportive work culture (Keltu, 2024). However, these strategies must be aligned with the organization's needs and vision to create sustainable competitive advantage (Wahyudi et al., 2022).

In addition to human resource development, several other factors influence employee performance, including organizational culture, job satisfaction, workload, leadership style, job stress, and work environment (Widyanty & Prasetya, 2023). Organizational culture shapes work behavior, establishes shared values, and determines interaction patterns in the workplace. Excessive workload can reduce focus and work quality, while work stress may lower productivity and negatively affect employees' mental well-being.

XYZ Hospital serves as the research setting due to the phenomenon of declining non-medical staff performance in the past three years. Internal records show the following performance results:

Table *1* Performance Data on Non-Medical Employees of the XYZ Hospital in 2021-2023

Year	Average Employee Performance Results	Description
2021	97%	Excellent
2022	93%	Excellent
2023	90%	Good

Source: XYZ Hospital, 2024

Percentage Description:
60 – 70%: Poor
71 – 80%: Pretty Good
81 – 90%: Good
90 – 100%: Excellent

The data indicate a consistent decline in performance from 2021 to 2023, suggesting that XYZ Hospital faces challenges in sustaining optimal employee productivity. XYZ Hospital, which holds a "Paripurna" accreditation, has played a vital role in delivering healthcare services since

its establishment in 2015 and remains a key healthcare provider in its region.

Previous studies have shown mixed findings regarding the influence of organizational culture, workload, and work stress on employee performance. For example, several studies have concluded that a strong organizational culture can significantly improve performance (Asri & Elisa, 2024), while others have reported insignificant effects. Similarly, workload and work stress have been found in some studies to negatively affect performance (Sukmawati & Hermana, 2024), yet other research presents different outcomes. These inconsistencies highlight a research gap that warrants further investigation, especially in hospital environments, which are characterized by complex tasks, high demands, and dynamic work settings.

Given the decline in employee performance observed at XYZ Hospital and the inconsistencies in previous research findings, this study aims to examine the influence of organizational culture, workload, and work stress on the performance of non-medical employees. The research is expected to provide both theoretical contributions to the field of human resource management and practical recommendations for hospital management to design effective strategies for improving employee performance.

LITERATURE REVIEW

Organizational Culture
Organizational culture refers to the customs or norms that apply to and are owned by a company and can influence employee or company performance (Kasmir, 2016). According to Wagner and Hollenbeck (2021), organizational culture is an informal way of life embraced by all members of an organization that influences their way of thinking, both about themselves and their work. The dimensions of organizational culture according to Robbins in (Kore et al., 2022) are innovation and risk-taking, attention to detail, results orientation, people orientation, and team orientation.

Workload
Workload is the ratio of time to total standard time set as a percentage (Kasmir, 2016). According to Rachman et al. (2023), workload is a concept related to the volume of work that must be done by employees in a particular job and how much energy is needed to complete the work within a certain period of time. The dimensions of workload according to Robbins et al. in (Hermawan, 2022) are irregularity, dislike of overtime, acceleration of work, and too many tasks.
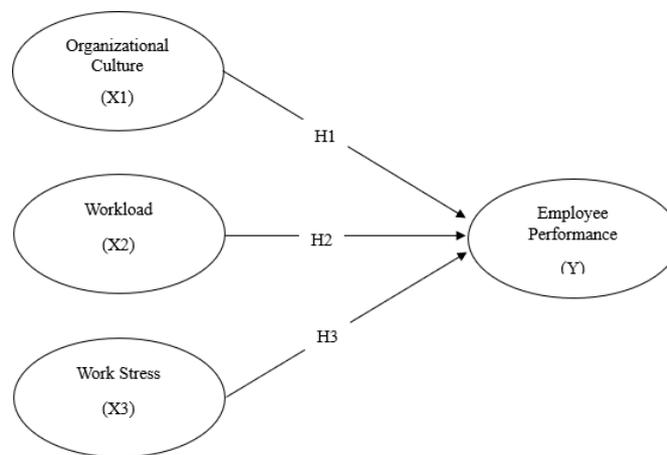
Work Stress
Work stress is a feeling of pressure experienced by employees in dealing with their work (Mangkunegara, 2016). According to Asih et al. (2018), work stress occurs due to an imbalance between the demands and resources available to each employee. The dimensions of workload according to Robbins and Judge in (Simbolon, 2024) are environmental stress, organizational stress, and individual (personal) stress.

Employee Performance
Employee performance is an employee's willingness to carry out an activity and perform in accordance with their responsibilities, thereby producing the expected results (Sinambela, 2018). According to Syaifuddin (Syaifuddin, 2018), employee performance is the process of assessing the duties and responsibilities of an employee that are recognized and carried out by employees in an organization. The dimensions of employee performance according to Sedarmayanti in (Widjaja & Ginanjar, 2022) are work performance, expertise, behavior, and

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leadership.

Figure 1 Framework

Source: Output PLS, 2024

Description:

1. Independent variables, whose value is not directly related to other values, variables are given the symbol (X), among others:
   X1: Organizational Culture
   X2: Workload
   X3: Work Stress

2. The dependent variable, the variable whose value depends on other variables is given the symbol (Y).
   Y: Employee Performance
   Hypothesis:
   H_1: Organizational culture has a positive and significant effect on employee *performance.*
   H_2: Workload has a negative and significant effect on employee performance.
   H_3: Work stress has a negative and significant effect on employee performance.

METHOD

This study was conducted at XYZ Hospital in South Jakarta, DKI Jakarta, from July 2024 to July 2025. The Research design applied is causal research, which aims to examine and test the influence of independent variables on dependent variables based on a conceptual framework. According to Sugiyono (2022), causal research enables the identification of cause-and-effect relationships, while the quantitative descriptive analysis approach allows for statistical examination and hypothesis testing (Sugiyono, 2019). Respondets attitudes, perceptions, and opinions towards the research object were measured using a Likert Scale. The study popoulatiom consisted of permanent non-medical employees at XYZ Hospital, with a saturated sampling technique applied so that all members of the population were included as respondents (Sugiyono, 2022).

The conceptual model in this study was tested and analyzed using the Partial Least Square (PLS) method with SmartPLS version 4 software, PLS is suitable for small sample sizes and data that do not require scaling (Ghozali & Kusuwadewi, 2016).

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RESULTS AND DISCUSSION

Results

1. **Outer Model**
   a. **Convergent Validity**

Convergent validity testing was conducted to evaluate each construct using PLS, which can be measured from the correlation between item scores and construct values obtained through calculations. An indicator is considered valid if it has a correlation value greater than 0.70 (Ghozali & Kusuwadewi, 2016). This study initially used a total of 39 indicators before model modification. Based on the correlation output between each indicator and its construct, several indicators-namely OC6, OC10, WL2, WL9, WS5, KK5, and KK9-were found to have factor loadings below 0.70. As a result, these indicators were removed from the model.

Table 2 Convergent Validity Test Results (Modification)

Variabel	Indikator	*Outer Loading*	Description
Organizational Culture	OC1	0,957	Valid
	OC2	0,963	Valid
	OC3	0,949	Valid
	OC4	0,938	Valid
	OC5	0,843	Valid
	OC7	0,845	Valid
	OC8	0,965	Valid
	OC9	0,925	Valid
Workload	WL1	0,893	Valid
	WL3	0,932	Valid
	WL4	0,937	Valid
	WL5	0,931	Valid
	WL6	0,942	Valid
	WL7	0,795	Valid
	WL8	0,763	Valid
Work Stress	WS1	0,862	Valid
	WS2	0,892	Valid
	WS3	0,861	Valid
	WS4	0,718	Valid
	WS6	0,743	Valid
	WS7	0,865	Valid
	WS8	0,895	Valid
	WS9	0,903	Valid
Employee Performance	KK1	0,946	Valid
	KK2	0,927	Valid
	KK3	0,925	Valid
	KK4	0,950	Valid
	KK6	0,727	Valid
	KK7	0,828	Valid
	KK8	0,899	Valid

Source: Output PLS, 2025

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Figure 2 Convergent Validity Test Results (Modification)

Source: Output PLS, 2025

b. Discriminant Validity

Discriminant validity is a test of validity in a model. In discriminant validity testing, cross loading values and construct AVE roots can be used (Ghozali & Latan, 2015). An indicator is said to be discriminantly valid if it has a loading factor on the construct being measured compared to other constructs.

Table 3 Discriminant Validity Test Results (Cross Loading)

	Employee Performance	Organizational Culture	Workload	Work Stress
KK1	0,946	0,559	-0,385	-0,165
KK2	0,927	0,554	-0,371	-0,194
KK3	0,925	0,563	-0,408	-0,113
KK4	0,950	0,552	-0,357	-0,169
KK6	0,727	0,398	-0,092	-0,277
KK7	0,828	0,421	-0,146	-0,302
KK8	0,899	0,433	-0,266	-0,294
OC1	0,546	0,957	-0,268	-0,161
OC2	0,579	0,963	-0,280	-0,096
OC3	0,522	0,949	-0,203	-0,122
OC4	0,465	0,938	-0,282	-0,119
OC5	0,458	0,843	-0,171	-0,095
OC7	0,509	0,845	-0,338	0,004
OC8	0,576	0,965	-0,254	-0,138
OC9	0,504	0,925	-0,212	-0,142
WL1	-0,353	-0,293	0,893	-0,135
WL3	-0,353	-0,327	0,932	-0,143
WL4	-0,329	-0,282	0,937	-0,085
WL5	-0,310	-0,180	0,931	-0,141
WL6	-0,292	-0,205	0,942	-0,176
WL7	-0,221	-0,170	0,795	-0,194
WL8	-0,201	-0,188	0,763	-0,196
WS1	-0,170	-0,066	-0,215	0,862
WS2	-0,222	-0,071	-0,183	0,892
WS3	-0,143	-0,081	-0,205	0,861
WS4	-0,051	0,021	-0,180	0,718
WS6	-0,043	0,029	-0,118	0,743
WS7	-0,216	-0,067	-0,060	0,865
WS8	-0,301	-0,212	-0,082	0,895
WS9	-0,146	-0,127	-0,181	0,903

Source: Output PLS, 2025

Referring to Table 3, it is known that the value of each variable produces the highest cross-loading value when comparing the variables used. Discriminant validity can also be tested through the Average Variance Extracted (AVE) value, with the AVE > 0.50 criterion (Ghozali & Latan, 2015). The results show that all variables meet this criterion, indicating they are valid. In addition, the Fornell-Lacker criterion method is also applied in assessing discriminant validity.

Table 4 Results of the Fornell Lacker Criterium Test

	Employee Performance	Organizational Culture	Workload	Work Stress
Employee Performance	**0,889**			
Organizational Culture	0,565	**0,924**		
Workload	-0,340	-0,273	**0,887**	
Work Stress	-0,233	-0,118	-0,165	**0,845**

Source: Output PLS, 2025

Based on Table 4, the value of each construct is higher than the correlation of other constructs, indicating that discriminant validity is good and meets the Fornell-Lacker criterion. Another method of measuring discriminant validity is the Heterotrait-Monotrait Ratio (HTMT) test, where the results show that each construct has clear differences and meets the criterion of being < 0.90.

c. Cronbach's Alpha dan Composite Reliability

Reliability testing can be measured using two methods, namely Cronbach's Alpha and Composite Reliability.

Table 5 Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	Description
Employee Performance	0,955	0,963	Reliable
Organizational Culture	0,975	0,979	Reliable
Workload	0,955	0,963	Reliable
Work Stress	0,945	0,952	Reliable

Source: Output PLS, 2025

Based on Table 5 above, it shows that Cronbach's Alpha and Composite Reliability have values > 0.70. Therefore, the results of testing all latent variables in this study are declared reliable.

2. Inner Model

The evaluation of the inner model was carried out using several criteria. Based on the F-Square (F^2) test, in line with Ghozali (2020) who classifies values of 0.02 as weak, 0.15 as moderate, and 0.35 as strong, the results show that workload and work stress have effect sizes of 0.091 and 0.075, respectively, which fall into the weak category, while organizational culture has an effect size of

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0.335, which is classified as moderate and close to strong. The R-Square (R²) analysis, referring to Ghozali and Latan (2015) where values of 0.75, 0.50, and 0.25 indicate strong, moderate, and weak relationships respectively, produces an R² value of 0.402. This indicates that organizational culture, workload, and work stress together explain 40.2% of the variance in employee performance, placing it in the weak category. Furthermore, the predictive relevance (Q²) test yields a value greater than zero, signifying that the model is feasible and has predictive relevance (Ghozali & Latan, 2015). The Standardized Root Mean Square Residual (SRMR) value is 0.078, which is below the threshold of 0.08, indicating that the model has a good fit (Yamin, 2023).
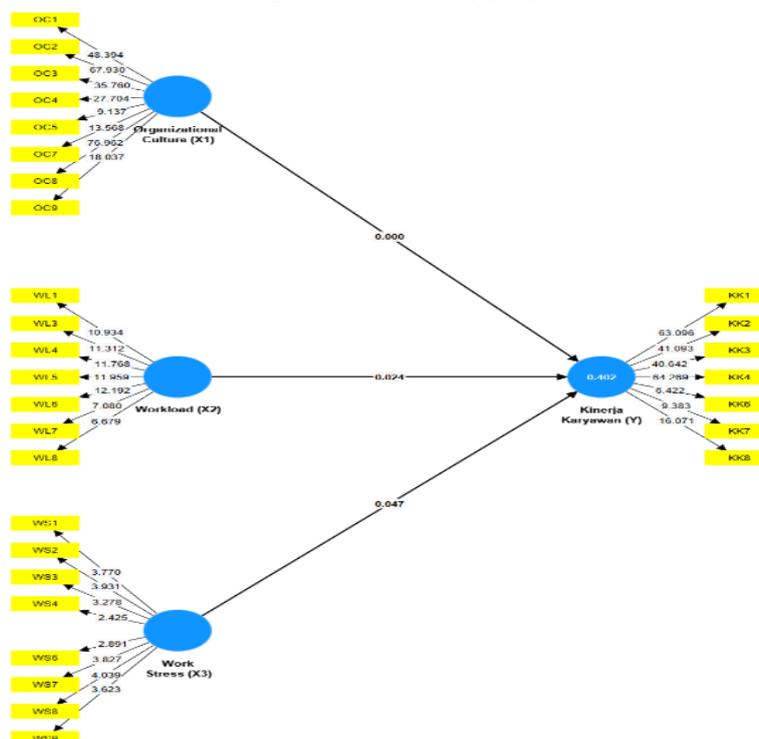
a. Hypothesis Test Results

The level of significance can be assessed using the bootstrapping technique by referring to the T-Statistic value, which must be > 1.96 (Ghozali, 2020). In addition to the T-Statistic value, the level of significance can also be assessed using the P-Value to determine the significance of the relationship between variables. A relationship is considered significant if the P-value is < 0.05, indicating that the hypothesis is accepted. Conversely, if the P-value is > 0.05, the hypothesis is rejected (Hair et al., 2022).

Table 6 Hypothesis Test Results

	Original Sample	Standard Deviation	T-Statistics	P-Values	Description
Organizational Culture -> Employee Performance	0,467	0,079	6,005	0,001	Significant Positive
Workload -> Employee Performance	-0,253	0,110	2,254	0,024	Significant Negative
Work Stress -> Employee Performance	-0,230	0,109	1,988	0,047	Significant Negative

Source: Output PLS, 2025

Figure 3 Bootstrapping

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Discussion

1.   The Influence of Organizational Culture on Employee Performance

Based on the results of the hypothesis test in this study, a t-statistic value of 6.005, an original sample value of 0.467, and a p-value of 0.001 were obtained. The t-statistic value is greater than the table value of 1.96, the original sample value is positive, and the p-value is below 0.05. Therefore, it can be concluded that organizational culture has a positive and significant effect on employee performance.

This indicates that a strong and well-implemented organizational culture at XYZ General Hospital can create a supportive work environment and enhance the work motivation of non-medical staff. Cultures such as innovation, attention to detail, results orientation, people orientation, and teamwork have a tangible impact on improving productive and disciplined work behavior.

These results align with research conducted by Bilqis et al. (2023) and Latif and Sunarto (2024), which show that organizational culture has a positive and significant influence on employee performance.

2.   The Influence of Workload on Employee Performance

Based on the results of the hypothesis test in this study, a t-statistic value of 2.254, an original sample value of -0.253, and a p-value of 0.024 were obtained. It can therefore be concluded that workload has a negative and significant effect on employee performance.

This indicates that the higher the workload experienced by non-medical staff at XYZ Hospital, the lower the resulting performance. Excessive tasks, time pressure, and high work demands without adequate support negatively impact employee productivity and working conditions.

These results are in line with research conducted by Yang and Rijanti (2022) and Batubara and Abadi (2022), which states that workload has a negative and significant effect on employee performance.

3.   The Influence of Work Stress on Employee Performance

Based on the results of the hypothesis test in this study, a t-statistic of 1.988, an original sample value of -0.230, and a p-value of 0.047 were obtained. The t-statistic value is close to the minimum limit of 1.96, the original sample shows a negative direction, and the p-value is below 0.05. Therefore, it can be concluded that work stress has a negative and significant effect on employee performance.

This indicates that the higher the level of work stress experienced by non-medical staff at XYZ Hospital, the lower the performance achieved. External pressures, such as job demands, and internal pressures, such as personal issues, can affect productivity and work motivation.

These results are consistent with studies conducted by Rhomadoni et al. (2024) and Meliana and Purwanto (2022), which show that work stress has a negative and significant effect on employee performance.

CONCLUSION

Conclusion

1.   Based on the results of the study, the following conclusions can be drawn from this research. Organizational culture has a positive and significant effect on employee performance. The better the organizational culture implemented by management, the higher the performance of employees.

2. Workload has a negative and significant effect on Employee Performance. The higher the workload received by employees, the lower the level of performance achieved.
3. Work Stress has a negative and significant effect on Employee Performance. The higher the level of stress experienced by employees, the lower the level of performance achieved.

Suggestion

Based on the results of the study, the researchers can offer several suggestions, as this study still has limitations, as follows:

1. **Practical Suggestion**

   Based on the results of the study, the OC5 indicator shows the lowest value in bootstrapping, indicating that there are still employees who are not yet working to their full potential, which reflects that the organizational culture values of dedication and work ethic are not yet evenly embedded. Therefore, it is recommended that the management of XYZ Hospital strengthen the work culture through socialization, regular training, and rewards for optimal performance to increase employee motivation and performance quality. The WL8 indicator also shows the lowest value, reflecting that employees often feel they lack time to complete their tasks, which indicates high management expectations for performance achievement. In this regard, XYZ Hospital is advised to maintain a target-oriented work culture while also considering employees' well-being by balancing demands and support to drive performance without causing excessive stress. Furthermore, the WS4 indicator shows the lowest value, indicating that some employees feel pressured due to overly tight deadlines, suggesting the need for management to review work scheduling, set realistic deadlines, and provide time management training to enable employees to work more optimally without excessive pressure. Lastly, the KK6 indicator also records the lowest value, pointing to inconsistencies in professional attitudes and responsibilities, which may be caused by suboptimal work culture, leadership, and supervision. To address this, it is recommended that the management of XYZ Hospital reinforce professional values through work ethics training, leadership by example, and a fair appreciation system.

2. **Academic Suggestion**

   This study has limitations because the variables of organizational culture, workload, and work stress can only explain 40.2% of employee performance, while 59.8% is influenced by other factors that have not been studied. Therefore, it is recommended that future researchers expand the sample, add variables such as rewards, work motivation, and employee training, and conduct a broader study, both in terms of population and research location, so that the results are more relevant and applicable. Therefore, it is recommended that future researchers expand the sample size, add variables such as reward systems, work motivation, and employee training, and conduct broader research in terms of both population and location to ensure more relevant and generalizable results.

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