



## The Effect Of Organizational Culture And Work Stress On Employee Performance At The Grand Inna Medan Hotel

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Article Info	ABSTRACT
<p><b>Corresponding Author:</b> Maudy Istiningdiah Tambunan,et.al E-mail: <a href="mailto:maudyistiningdiah17@gmail.com">maudyistiningdiah17@gmail.com</a></p>	<p>performance is a work achieved by a person in carrying out the tasks assigned to him on the basis of experience and ability and the time given. Therefore, in carrying out a job, a good organizational culture and minimal stress level are needed so that it can encourage employees to improve their performance. This study aims to determine the effect of organizational culture and work stress on employee performance at the Grand Inna Medan hotel. The influence of organizational culture and work stress will be analyzed partially and simultaneously on employee performance. The form of research used in this research is quantitative research with an associative approach. Sampling was carried out by non-probability samples with the saturated sample method and using 50 respondents as samples. The primary data used in this study was obtained by distributing questionnaires directly to employees, while the secondary data was obtained through a literature study. The data analysis method used is validity test, reliability test, classical assumption test, multiple regression test, and hypothesis testing. The results of this study indicate that organizational culture and work stress have a positive and significant effect either partially or jointly on employee performance at the Grand Inna Medan hotel by 14.4%. It means that organizational culture and work stress owned by employees are sufficient to explain employee performance. The better the organizational culture and the lower the level of stress experienced, the more employee performance will increase.</p> <p><b>Keywords:</b> Organizational Culture, Job stress, Performance</p>

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### INTRODUCTION

Economic development in Indonesia is currently increasing due to the impact of globalization. This could have an impact on the service industry which must increase its changes, one of which is hotel services. Indonesia, specifically the city of Medan, is one of the metropolitan cities that cannot be separated from the development of the hotel

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industry. The emergence of various types of hotels in the city of Medan has resulted in increasing and tighter hotel competition. Nowadays, star hotels are emerging and starting to try to find and produce products that can attract the interest of potential consumers.

The hotel business in Indonesia is increasingly creating intense competition between fellow hotels. The increase in the number of tourist visits from both within and outside the country has a big impact on the survival of the hotel business. The hotel business is one type of industry that can provide contribution in produce products, both in the form of goods and services provided. The products or services provided by the hotel can be tangible or intangible, namely providing the best service to consumers, entertainment and a comfortable, clean and beautiful environment.

Running a business, especially a hotel business, of course cannot be separated from good and reliable human resources. This can help a company achieve success, especially in terms of increasingly fierce competition today. High competition requires every company to continue to innovate and increase skills, especially in the field of human resources. HR is one of the most important factors in a company. Human resources in the company can innovate and have more skills to achieve the company's goals.

In order to obtain the human resources needed by the company, especially in hotel companies which are oriented towards employee performance, where employee performance has a role as a medium in the process of implementing company activities. This role includes the professionalism of an employee in improving his performance. If an employee has good work performance by having a balance between the abilities he has and the work he is doing, then a sense of responsibility arises to complete the tasks given to the maximum.

Organizational culture is the values and norms adopted and implemented by an organization related to the organizational environment in which it carries out its activities. As is Conformity between personal values and company values can result in increased performance. An organization cannot develop and progress if the organization does not strengthen its cultural foundation. Once the cultural foundation is strong it will affect the strategies implemented to achieve the goals that have been set. The values of organizational culture can be a force that drives an employee's behavior in carrying out their performance.

Work stress is also a factor that can influence employee performance. Work stress has both positive and negative impacts. The positive impact of work stress has a low to moderate level which acts as a driving force to improve employee performance. Meanwhile, the negative impact of work stress at a high level is that it can cause employee performance to decline quickly and clearly. Usually stress arises from various factors that can influence it, which can come from within the environment or from outside the work environment. Each employee has different abilities in handling the level of stress they experience. This depends on the employee's immune system.

Hotel Grand Inna Medan is a State-Owned Enterprise (BUMN) which is one of the hotels of choice in the city of Medan. This hotel is located in the heart of the city, namely in the city center which is close to the main communication networks in the city of Medan such as Merdeka Walk, large offices, banks, post offices and train stations. The location of the Grand Inna Hotel Medan is on Jalan Balaikota No. 2 Terrain. This hotel has been operating for a long time in the field of four-star hotel services and has certainly

experienced competition with other hotels.

Based on the results of pre-research conducted by the author, there has been a decline in employee performance which is characterized by some employees not doing their work on time due to the workload given to them being quite large. and lack of supervision by superiors, this makes employee performance not optimal. Bosses also rarely give directions because the boss has so much work that the boss rarely monitors and gives direct direction to his employees.

## **Literature Review**

### **Organizational culture**

The term organizational culture refers to the culture that applies in a company. In general, in a company there is cooperation between several people who form a group and there are goals to be achieved together. According to Robbins (Sulaksono, 2019:2) organizational culture is a system of shared meaning held by members that differentiates an organization from other organizations. According to Kilmann (Sutrisno et al, 2018:1) organizational culture can be defined as a system of values, beliefs, assumptions. (assumptions), or norms that have long been in effect, agreed upon and followed by members of an organization as guidelines for behavior and solving organizational problems. A strong organizational culture tends to support the company's goals, whereas if the organizational culture is weak it can hinder the implementation of the company's goals.

According to Nawawi (Sarakasih, 2019:17) organizational culture is a habit that is carried out continuously by employees in the organization. Employees have morally agreed to that These habits mean habits that must be adhered to at work. According to Wibowo (2016:15) organizational culture is the shared values and norms that exist within an organization and are taught to incoming workers. This shows that organizational culture binds shared beliefs and feelings, has rules for behavior and processes for transmitting applicable values and norms.

A healthy organizational culture is very influential in encouraging employee performance levels to be more productive, so that the different characteristics and personalities of each employee can be united into an organizational strength and organizational culture becomes a company's social glue. (Syauta et al, 2012:69) states that organizational culture has a positive and significant effect on employee performance. This is because organizational culture has an important relationship with employee performance, because organizational culture is a benchmark for achieving company goals so that if the implementation of organizational culture is not implemented well by the company, the company will not last long.

### **Work stress**

Stress is a reaction that arises from a person due to an imbalance between demands and the resources they have. The higher the level of inequality, the higher the level of stress experienced by each individual (Hasibuan, 2014: 45). Stress is a negative reaction for people if they experience excessive pressure placed on them, such as placing more demands, obstacles, or sanctions that are too strict. People with status conditions

Lower socio-economic levels experience higher stress where economic status can be measured from income, social status can be obtained from education level, and work status can be measured from employment. Stress triggers can affect the future. According to

Cooper (Safitri 2019:15) work stress is a response to internal or external processes that reach levels of physical and psychological tension that reach the limits of the subject's abilities. Stress at work, apart from reducing health levels, can also affect work productivity levels and affect the quality of work performance. Work stress experienced by every employee is one of the factors that is considered to influence it. If an employee experiences excessive stress, this can spontaneously affect the work results provided by the employee. Handoko (Wartono, 2017:80) explains that stress is a condition tension Which affects a person's emotions, thought processes, and condition. If the stress is too excessive, it can threaten a person's ability to deal with their environment. Basically, stress can be concluded from symptoms and signs such as behavior, changing mood, frustration, decreased performance, lazy to work. Excessive work stress can trigger emotional instability employee so that resulting in a lack of control over the results of the work carried out.

Fahmi (2013: 256) states that work stress is a condition that presses a person's soul beyond the limits of its capabilities. If it continues to be left without a solution, it can have an impact on a person's own health and mental health. The emergence of stress generally coincides with event factors that can affect a person's psyche and these events can occur beyond their ability so that this condition puts pressure on their soul. Stress is a common aspect of the work experience, usually referred to as job dissatisfaction, but can also be expressed in affective states that affect strong feelings such as anger, frustration, hostility, and annoyance at something. More passive responses include, for example, boredom and tedium, burnout, fatigue, helplessness, lack of hope, lack of enthusiasm, and a depressed mood (Kaswan, 2015: 247).

### **Employee performance**

Performance is a description of the level of achievement of tasks within an organization to realize the targets, objectives, mission and vision of an organization (Hessel Nogi, 2010: 175). Performance comes from the words Job Performance or Actual Performance, which means work performance or achievements that a person has achieved. The concept of performance is basically seen from two aspects, namely employee performance (per individual) and organizational performance. Performance is the work result that an employee has achieved in terms of quality and quantity in carrying out his duties in accordance with the responsibilities that have been given to him (Mangkunegara in Sarakasih, 2019: 48). Performance refers to the achievement of the tasks that a company assigns to its employees form Ahis job.

Siagian (Evi Normala, 2021:57) states that several factors can influence a person's performance, including is having an aggressive nature, quite high creativity, having confidence in oneself, having the ability to control oneself and the quality of work. Employee performance is the result of work carried out by someone with their respective responsibilities during a predetermined period or time. Every company usually carries out performance assessments on its employees to find out how far the employee has carried out the tasks given. Individual factors include differences in interests, attitudes, types of needs and others. These differences can affect an employee's performance which can be said to be differences in individual characteristics. Apart from individual factors, there are also work situation factors that support employee performance, namely task identity, autonomy. This is a job characteristic while the immediate work environment is an

organizational characteristic.

According to Edy Sutrisno (2014:203), a person's performance can be influenced by the physical condition of a person who has a strong immune system, which is ultimately reflected in his or her persistence in working with a high level of productivity. According to Edison et al. (2016: 504) Performance is a process that can be measured and relies on time determined based on an agreement that has been given. According to Sinambela (2016:20) performance is the result of achievements obtained by a person or group of people in an organization in accordance with the authority and responsibility given in an effort to achieve company goals that are legal and do not violate the law, morals and ethics.

## METHODS

The form of research used in this research is quantitative using an associative approach method. This method emphasizes testing theories through measuring research variables with numbers and carrying out analysis using statistical procedures. Location and Time of Research This research was carried out at the Grand Inna Hotel Medan which is located at Jalan Balaikota No. 2 Medan, North Sumatra. This research was conducted from May to June 2022.

In this research, the population that has been determined is all employees at the Grand Inna Hotel Medan, totaling 50 people The sampling technique used in this research is a nonprobability sampling technique with a saturated sample method. Nonprobability sampling means that the author does not provide the same chance or chance for each member of the population to be selected as a sample. Saturated sampling is a sampling technique where all members of the population are sampled for processing. Based on the explanation above, the researcher determined that the sample in this study was the entire population, namely all employees at the Grand Inna Medan Hotel, totaling 50 people. The definition of the concept in this research is as follows:

a. Organizational culture

According to Kilmann (Sutrisno et al, 2018:1) organizational culture can be defined as a system of values, beliefs, assumptions. (assumptions), or long-standing norms, agreed upon and followed by members of an organization as guidelines for behavior and solving organizational problems.

b. Work stress

Job Stress is an emotional feeling or feeling of pressure that employees have when facing their work (Mangkunegara, 2013: 155).

c. Performance

Performance is the work result that an employee has achieved in terms of quality and quantity in carrying out his duties in accordance with the responsibilities that have been given to him (Mangkunegara in Sarakasih, 2019: 48).

Each variable is measured to facilitate the implementation of research in the field. Therefore, it requires operationalization of each concept to make it easier to draw behavior or symptoms that occur and can be observed, tested and verified. In this research there are three connected variables, namely the independent variable, Organizational Cultural Environment (X1), Job Stress (X2) and the dependent variable, namely Performance (Y).

In this research, the variable measurement scale used is the Likert scale which is a

scale for measuring and determining statement scores. In this case, research instruments that can be used to carry out measurements aim to obtain accuracy from quantitative data, therefore all applicable instruments must have a scale from 1 to 5 for alternative answers for respondents.

In research using this quantitative method, after the respondent data is obtained and then the data is collected it will be processed using the SPSS (Statistical Packages for the Social Science) 25.0 application. The data analysis technique used in this research is validity testing and reliability testing. Meanwhile, the data analysis method used is a classic assumption test, analysis regression linear multiple and test hypothesis.

## RESULTS AND DISCUSSION

### T Test (Partial Test)

The following are the results of the partial tests carried out in this research:

**Table 1** Partial Significance Test Results (T Test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std.	Beta		
(Consta	13.35	7.3		1,815	,076
Organic Culture	,348	.13	,339	2,542	.014
Stress	,292	.13	,300	2,249	,029

a. Dependent Variable: Employee Performance

Source: Data Processing results (2022)

Based on the T test results in table 4.42, it can be concluded that: Partial test results for the organizational culture variable (X1) on employee performance (Y) obtained the t value count of 2.542 where the t value count greater than the t value table that is, as big as 2.011 ( $2.542 > 2.011$ ) with a significance value smaller than 0.05 ( $0.014 < 0.05$ ) and a positive regression coefficient of 0.348. Matter This shows that the organizational culture variable (X1) has a significant effect on employee performance. From these results it can be concluded that  $H_{a1}$  is accepted and  $H_{01}$  is rejected.

Partial test results for the work stress variable (X2) on employee performance (Y) obtained the t value count of 2.249 where the value of r count greater than the t value table that is, as big as 2.011 ( $2.249 > 2.011$ ) with a significance value smaller than 0.05 ( $0.029 < 0.05$ ) and a positive regression coefficient of 0.292. This shows that the work stress variable (X2) is influential significant impact on employee performance. From these results it can be concluded that  $H_{a2}$  accepted and  $H_{02}$  rejected.

### Simultaneous Test (F Test)

The results of the simultaneous test (F test) carried out using statistical software via the SPSS application are presented in the table below:

**Table 2.** Simultaneous Test Results (F Test)

Model	Sum of Squares	Df	ANOVAa		
			Mean Square	F	Sig.
<i>n</i>	131,845	2	65,922	5.111	10b
1	606.155	47	12,897		
	738,000	49			

ent Variable: Employee Performance  
ors: (Constant), Job Stress, Organizational Culture

Source: Data Processing Results (2022)

Based on the results of data processing in table 4.43, it can be seen that each variable simultaneously shows that the Fcount value obtained is 5.111, which means the Fcount value is greater than Ftable, namely  $5.111 > 2.80$  and based on the sig value, namely 0.010, which means it is smaller than  $0.010 < 0.05$ . These results mean that the independent variables, namely organizational culture (X1) and work stress (X2), together (simultaneously) have an effect on the dependent variable, namely performance (Y), which means that H0 is rejected and Ha is accepted.

### Coefficient of Determination Test

The following are the results of the determination test in this research:

**Table 3.** Coefficient of Determination Test Results ( $R^2$ )

Model Summary				
Model	R	Square	Adjusted R Square	Error of the Estimate
1	.423a	.179	.144	3.59123

ors: (Constant), Job Stress, Organizational Culture

Source: Data Processing Results (2022)

Based on table 4.44, it can be seen that the R value is 0.423, where the coefficient value shows that the relationship between organizational culture variables and work stress on employee performance is close because the closer the R value is to one, the better the model is used. The coefficient value (adjusted R Square) above shows that organizational culture and work stress variables can explain performance variables by 14.4% while the remaining 85.6% is influenced by other variables not discussed in this research.

### Discussion

#### The Influence of Organizational Culture on Employee Performance at the Grand Inna Hotel Medan

Based on the results of the data that has been tested previously, it can be seen and known that all statements in the independent variables, namely organizational culture (X1) and work stress (X2) as well as in the dependent variable, namely employee performance (Y), are valid and reliable so that can be used in this research.

In this study, organizational culture variables were measured using 7 indicators, namely innovation, detail, results orientation, human resource orientation, team orientation, competitiveness, and stability. Based on the results of the analysis of each organizational culture indicator, the indicator that really influences employee performance through organizational culture is the innovation indicator from data processing table 4.4 regarding carrying out work, I always provide my best thoughts and ideas with a percentage of 60% who answered in the affirmative. Meanwhile, the lowest (minimal) indicator of organization al culture is found in the detailed indicators from data processing table 4.5 about me being

required to be more thorough in carrying out my work in detail with a percentage of 40% who answered in the affirmative. The results of this research are because some employees feel that in carrying out the work they are given, leaders do not always require them to be more thorough in doing their work. This is because the leadership has known for a long time the performance of its employees. Apart from that, some employees have also worked for a long time and are already experts in their fields each so that leaders do not always provide direction and give confidence to their employees to innovate and provide ideas in carrying out work.

Based on the results of the t test for the organizational culture variable (X1) on employee performance (Y) at the Grand Inna Hotel Medan, it is 2.542. This shows that the organizational culture variable (X1) has a significant effect on employee performance (Y). From these results it can be concluded that Ha1 can be accepted. Therefore, the conclusion obtained is that organizational culture has a positive and significant effect on employee performance at the Grand Inna Medan hotel.

#### **The Influence of Work Stress on Employee Performance at the Grand Inna Hotel Medan**

Based on the data that has been previously tested, it can be seen that all statements contained in the independent variables, namely Organizational Culture (X1) and Job Stress (X2) as well as in the dependent variable, namely Employee Performance (Y), are valid and reliable so they can be used in this research. .

In this study, researchers used 5 indicators, namely workload, leadership attitude, work equipment, work environment conditions, a job and a career. The most influential indicator of work stress is the leader's attitude from table 4.16 regarding the relationship between superiors and subordinates being well established with a percentage of 58% who answered in the affirmative. Meanwhile, the indicator of work stress that is the lowest (minimal) is workload from table 4.15 about I easily feel stressed and tired if I do too much work with a percentage of 36% who answered agree. This is because employees feel that every job given to them is too heavy so that the performance produced by the employees is not optimal. These results were also supported through the distribution of respondents' answers, it was found that employees felt that if they were given too much work, they would feel pressured by their work which resulted in stress and fatigue in doing the work.

Based on the results of the t test for the Job Stress variable (X2) on Employee Performance (Y) at the Grand Inna Medan hotel, it is 2,249. This shows that the Job Stress variable (X2) has a significant effect on Employee Performance (Y). From these results it can be concluded that Ha2 is accepted. Therefore, the conclusion obtained is that work stress has a positive and significant effect on employee performance at the Grand Inna Hotel Medan.

#### **The Influence of Organizational Culture and Work Stress on Employee Performance at the Grand Inna Hotel Medan**

Based on the results of the explanation of the research above, we can see that Organizational Culture (X1) has a significant effect on the Employee Performance variable (Y) and the Work Stress variable (X2) has a significant effect on the Employee Performance variable (Y). Based on the results of the simultaneous test (F test) which can be seen from table 4.43, each variable, namely the Organizational Culture variable (X1) and the Work Stress variable (X2) simultaneously, can be seen that the Fcount value obtained is 5.111. This means that the Fcount value is greater than Ftable, namely  $5.111 > 2.80$  and based on

the sig value, namely 0.010, which means it is smaller than  $0.010 < 0.05$ . These results mean that the independent variables, namely organizational culture (X1) and work stress (X2), together (simultaneously) have an effect on the dependent variable, namely performance (Y). This shows that which means  $H_0$  is rejected and  $H_a$  is accepted.

Based on the results of the t test previously described, each variable in this study can be seen namely the Organizational Culture variable (X1) and the Job Stress variable (X2) influences employee performance (Y), so that from X1 and This can happen because Grand Inna Hotel Medan cannot develop and progress if the hotel does not strengthen its cultural foundation. Once the cultural foundation is strong it will affect the strategy implemented to achieve the goals that have been set. The values of organizational culture can be a force that drives an employee's behavior in carrying out their performance.

Meanwhile, the Determination Test ( $R^2$ ) based on the test results in table 4.44 shows the R value, namely 0.423, where the coefficient value shows the close relationship between organizational culture variables (X1) and work stress (X2) on employee performance (Y) because the closer the R value is to one, the better the model is used. The coefficient value (adjusted R Square) shows that the variables organizational culture (X1) and work stress (X2) can explain the performance variable by 14.4% while the remaining 85.6% is influenced by other variables not discussed in this research.

## CONCLUSIONS

Based on the results of research and discussion of the influence of organizational culture and work stress on employee performance at the Grand Inna Hotel Medan, it can be concluded that: The organizational culture variable has a positive and significant effect on employee performance. Where the better the organizational culture, such as employees always innovating at work, the employee performance at the Grand Inna Hotel Medan can improve. The Job Stress variable has a positive and significant effect on employee performance. Where the lower the level of stress experienced by employees and they are able to control it, such as the workload given and able to be handled by employees, the employee performance at the Grand Inna Hotel Medan will increase. The variables Organizational Culture and Job Stress simultaneously influence employee performance at the Grand Inna Hotel Medan. This is proven by the coefficient of determination value showing that the relationship formed is a close relationship so that organizational culture and work stress can explain employee performance at the Grand Inna Hotel Medan. Based on the results of the research that has been carried out, the researcher provides suggestions so that the results of this research can be used as consideration for the Grand Inna Hotel Medan in improving the performance of its employees: Based on the analysis that has been carried out on organizational culture variables, it appears that superiors must be more notice paraemployees at work. It can be seen that there are still many employees who think that their superiors rarely give directions and rarely immediately provide solutions whenever there is a problem at the hotel. This is due to other activities that superiors have, such as meetings with fellow superiors and also doing other work, so it is recommended that you pay more attention to the condition of employees who are working. Apart from that, it is recommended that superiors directly intervene and provide solutions to any problems that arise. It is also best that every time you want to do work, your superiors should hold a gathering or meeting small meetings with employees because with

these small meetings, superiors can be closer to employees and can provide directions that will later be carried out by employees.

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