

# The Effect of Organizational Culture and Work Stress on Employee Performance

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This study examined the Effect of Organizational Culture and Job Stress on the Performance of Employees of PT Asno Horie Indonesia. In the current global era, competent and quality human resources are needed by PT. Asno Horie Indonesia is required to improve employee performance, but the company does not always run well with the conditions of some employees who experience job stress due to workplace accidents. Based on this research, it was found that the organizational culture applied at PT Asno Horie Indonesia is efficacious and the performance of its employees good, but there were still other problems of which work stress was highlighted. The purpose of this study was to determine the Organizational Culture, Job Stress and employee performance at PT Asno Horie Indonesia, as well as to determine the magnitude of the influence of Organizational Culture and Job Stress partially and simultaneously on employee performance at PT Asno Horie Indonesia. The research method used is descriptive research method verification with a quantitative approach. The population in this study are employees of PT. Asno Horie Indonesia totalling 660 people and the data collection technique was through interviews, observations and questionnaires. The sampling technique used in this study was simple random sampling and was effected randomly regardless of the strata in the population, using Slovin formula which amounted to 87 respondents. The results of the research obtained by Organizational Culture based on descriptive analysis can be categorized quite well with respect to employee work stress effect on employee performance at PT. Asno Horie Indonesia. Organizational culture has a positive effect on employee performance at PT. Asno Horie Indonesia. Job stress has a positive effect on employee performance at PT. Asno Horie Indonesia. Organizational Culture and Job Stress simultaneously have a positive effect on Employee Performance at PT. Asno Horie Indonesia, so that

it can be seen that Performance is influenced by Organizational Culture and Job Stress. Correlation coefficients obtained reveal that there is a high relationship between Organizational Culture and work Stress on performance and that the level of performance can be improved by improving Organizational Culture and work stress.

**Key words:** *Organizational Culture, Job Stress, Employee Performance.*

## **Preliminary**

### ***Introduction***

Increasingly sophisticated technological developments require everyone to be able to keep up, including human resources in a company. Changing technology requires individuals to think creatively, work quickly and precisely to become individuals who are able to compete. Despite the advancement of technology, the development of information, the availability of capital, and adequate materials, if it does not have quality human resources and does not have good skills, it will be difficult to develop a company to bring it to its goal. A company relies heavily on its human resources and reliable human resources are one of the factors needed in the era of globalization.

In an organization or company, of course, it is no stranger to the name of culture. Culture is custom and even behavior that is applied in a company so that it is implemented into an organizational culture. Organizational culture can adjust to the goals of the company's vision or mission and thus organizational culture is formed to be able to direct a company to achieve its goals through the performance of its employees. Organizational culture as a social reinforcer in a company is not visible but can be shaped and developed and can mobilize people who are involved in the organization. Suryani (2013), states that organizational culture actually grows because it was created and developed by individuals who work in an organization and becomes accepted as the value set that must be maintained and passed on to each new member. These values are used as guidelines for each member as long as they are within the organization and are considered as a characteristic that distinguishes an organization from other organizations. There is a saying also that comfortable work is like working with family, meaning mutual respect, care for one another and helping one another.

The work environment is not always comfortable and there are both internal and external problems, indirectly affecting mentality which can destabilize as stress. The term stress in work means the emergence of problems in the company or organization that affect the mentality of employees so that it influences employee performance. According to Greenberg (as cited in Setiyana, VY 2013) work stress is a construct that is very difficult to define and stress in work happens to someone perhaps in the case where they are running from a problem and sometimes

in the context where a company does not care about the conditions and physical abilities of employees at the place of work. This situation can occur because sometimes companies do not have a relationship in terms of communicating and this condition will lead to a decrease in company productivity as a whole. Job stress in this study is defined as a combination of sources of stress on work, individual characteristics and stressors outside the company where individuals work. Work stress indirectly means employees have a problem or target that is not achieved in terms of organizational goals or targets set by the company for its employees and in this case, can trigger a decrease in the performance of employees.

The definition of employee performance according to Mangkunegara (2013: 57) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Likewise with PTAsno Horie Indonesia (AHI) is a company engaged in automotive manufacturing and is one of the largest suppliers of automotive companies in the Indonesian automotive market. The products produced by the company include vehicle fuel system components, fuel tanks, fuel accessories components, engine components, vehicle body components and small vehicle components. PT Asno Horie Indonesia was established on June 5, 1996 which is a company with 100% foreign capital owners and the following are customers who work with PT Asno Horie Indonesia, including PT. Toyota Motor Manufacturing Indonesia, PT. Astra Daihatsu Motor, PT. Suzuki Indomobile Motor.

With so many customers working with PT Asno Horie Indonesia, currently there are 600-800 employees in various departments, and the departments are referred to as Prod.1, Prod. 2, Prod. .3, Prod.4, Floor Management, Plating, Stamping, PPC and Logistics, Engineering Production, Maintenance, QA, Marketing, Purchasing, Acct, HRGA and ESH. With so many existing departments, PT Asno Horie Indonesia is required to create quality employees, one of which is the organizational culture or custom and even the rules that are part of the company. Likewise with PT Asno Horie Indonesia which has an Organizational Culture, among others, a culture of discipline and safety is necessary. A discipline culture at PT Asno Horie Indonesia is very necessary to train employees of any aspect with regards to safety at PT Asno Horie Indonesia because it is an automotive manufacturing company that produces vehicle fuel system components, fuel tanks, fuel accessories components, engine components, vehicle body components and small components of vehicles which certainly use large machines therefore employees are required to be safe and careful in carrying out their work.

The following is the attendance data of PT Asno Horie Indonesia employee period 2018 as follows:

**Table 1.1:** Employee Attendance Table

Department	total employee	Information						Present	Not present
		SD	IJ	M	CT	DT	PC		
1.Prod.1	139	49	21	11	55,5	6	1	95,7%	4,3%
2.Prod.2	72	20	8	1	35,5	7	3	96,1%	3,9%
3.Prod.3	116	34	17	0	111,5	12	5	93,9%	6,1%
4.Prod.4	44	2	2	0	9	3	0	98,7%	1,3%
5.Floor Management	14	10	5	0	18,5	5	0	89,6%	10,4%
6.Plating	25	12	5		22	0	2	93,2%	6,8%
7.Stamping	22	3	8	0	16	0	1	94,7%	5,3%
8.PPC and Logistic	65	20	8	0	56	10	2	94,4%	5,6%
9. Engineering Production	11	5	3	0	9	5	0	93,3%	6,7%
10.Maintenance	43	15	13	0	47	10	3	92,4%	7,6%
11.QA	72	19	11	0	52	9	0	95,0%	5,0%
12.Marketing	6	0	0	0	8,5	9	0	93,8%	6,2%
13.Purchasing	7	0	1	0	7	5	1	95,0%	5,0%
14.Acct	8	0	1	0	7,5	4	0	95,4%	4,6%
15.PRICE and ESH	16	2	0	0	14,5	0	0	95,5%	4,5%
<b>TOTAL</b>	<b>660</b>	<b>191</b>	<b>103</b>	<b>12</b>	<b>469,5</b>	<b>85</b>	<b>18</b>	<b>94,9%</b>	<b>5,1%</b>

Source: HR As PT Horno Indonesia (employee attendance data for 2018 period)

Based on the above data, PT Asno Horie Indonesia employees are already effective enough in carrying out a culture of discipline in terms of attendance of a total of 660 employees from 15 departments, an average attendance of 94.9% in terms of absenteeism and absenteeism of 5.1% a relatively low number in terms of attendance indicates that PT Asno Horie Indonesia's employees score well in terms of cultural discipline. With a good culture of discipline, it is hoped that the employees of PT Asno Horie Indonesia can apply a culture of discipline to other activities. However, a new problem emerges, which is rate of work accidents experienced by some employees, which resulted in injuries to employees of PT Asno Horie Indonesia and this is a concern as employees experience trauma and even mild depression which can make employees feel burdened and can trigger work stress. From these work accidents, there are some employees who are seriously injured such that they require surgery. At PT Asno Horie Indonesia, the production aspect uses a large machine that requires great care in operation or it will cause a fatal error and could endanger the employee, therefore the following are data on workplace accidents at PT Asno Horie Indonesia in the 2018 period presented in Table 1.2 below:

**Table 1.2:** Work Accident Data of PT Asno Horie Indonesia Period 2018

No	Section	Condition of occurrence	Cause Events	Chronology of events	Conditions of victims
1	<i>Maintenance</i>	Working hours	Pinched	At the time of repairing the engine parts installation, the victim ensured the alignment of the engine position, to compensate for the position of the body, the victim's hand held the seam welding bracket. At the same time the other co-workers opened the wind valve. So that the bracket held by the victim rose and finally the victim's hand was pinched	Ring finger surgery and middle finger of victim's left hand
2	Production 3	Working hours	Pinched	When the victim leaks the filler, the pressure on the leak test machine is unstable, hose does not return to home position (backwards). At the time the victim will open the hose suddenly the cylinder backs itself which results in a pinch	The wound is torn on the right hand
3	<i>Plating</i>	Working hours	Exposed to Chemicals (HNO <sub>3</sub> )	When the victim throws away the used chemical empty jerry can by throwing it, it turns out the lid of the jerry can is released, finally the remaining chemicals are exposed to the hand.	Wounds on the right hand

Source: HRD PT Asno Horie Indonesia (work accident data period 2018)

Based on the table above there are some work accidents experienced by some PT Asno Horie Indonesia employees, among others, in the maintenance department, production 3 and plating the causes of the incident also varied and included eg “pinched and exposed to chemicals”

(HNO3). Employees experienced minor injuries to the hand and required an operation. Therefore, it is feared that some of these employees experienced trauma which is an indicator of work stress. When work stress occurs, employee performance will decrease.

PT Asno Horie Indonesia has 15 departments including Prod.1, Prod.2, Prod.3, Prod.4, Floor Management, Plating, Stamping, PPC and Logistics, Engineering Production, Maintenance, QA, Marketing, Purchasing, Acct, HRGA and ESH. Each of these departments needs consideration in terms of performance and has their own production targets and production achievement percentage data as presented in Table 1.3 below:

**Table 1.3:** Production achievement

<b>Departemen</b>	<b>Target</b>	<b>Keterangan</b>
1.Prod.1	80%	Achieved
2.Prod.2	80%	Achieved
3.Prod.3	80%	Achieved
4.Prod.4	80%	Achieved
5. <i>Floor Management</i>	80%	Achieved
6. <i>Plating</i>	80%	Achieved
7. <i>Stamping</i>	80%	Achieved
8. <i>PPC dan Logistic</i>	80%	Achieved
9. <i>Produksi Engineering</i>	80%	Achieved
10. <i>Maintenance</i>	80%	Achieved
11. <i>QA</i>	80%	Achieved
12. <i>Marketing</i>	80%	Achieved
13. <i>Purchasing</i>	80%	Achieved
14. <i>Acct</i>	80%	Achieved
15. <i>HRGA dan ESH</i>	80%	Achieved

Source: HR As PT Horno Indonesia (production achievement data) period 2018

Based Table 1.3 above, 15 (fifteen) departments include Prod.1, Prod.2, Prod.3, Prod.4, Floor Management, Plating, Stamping, PPC and Logistics, Engineering Production, Maintenance, QA, Marketing, Purchasing, Acct, HRGA and ESH all reach their respective production targets, which is 80% assisted with the help of machines in each department.

## **Research Methods**

### ***Object of research***

The object of this research at PT. Asno Horie Indonesia, domiciled in South Cikarang, Bekasi, West Java is to determine the effect of Organizational Culture and Job Stress on Employee Performance.

### ***Research methods***

This research is descriptive - verification. According to Sugiyono (2013: 2) defining research methods is basically a scientific way to obtain valid data with objectives that are discovery, proof and development of a knowledge so that the results can be used to understand, solve and anticipate problems. Sugiyono (2013: 147) provides an understanding of descriptive method as a method used to analyze data by describing or describing data that has been collected as it is without intending to make conclusions that apply to general or generalizations. Verification research is a type of study that aims to determine the relationship between two variables or more (Sugiyono, 2013: 55; Swenson, 2016). Verification research is used to examine the relationship of independent variables and dependent variables, that is the relationship between organizational culture and work stress at PT. Asno Horie Indonesia. Following that, the data was analyzed using statistical analysis to draw conclusions.

Seeing the nature of this research is descriptive - verification, where data collection is carried out in the field, the descriptive method used is descriptive survey method which involve research conducted by asking questions to the subject and recording the answers to be analyzed critically. According to Sugiyono (2013: 12), survey research is a method used to obtain data from certain natural places (not artificial), for example by distributing questionnaires, tests, structured interviews and so on.

### ***Population and Sampling Techniques***

According to Sugiyono (2016: 148) Population is a generalization area consisting of objects / subjects that have certain qualities and characteristics set by researchers to be studied and then conclusions drawn. This research which will become a population as all respondents are employees of PT. Asno Horie Indonesia, amounting to 660 people. Further the sample understanding, as referred to by Sugiyono (2016: 149) conforms as follows: "Samples are part of the number and characteristics possessed by the population".

### ***Sampling Technique***

There are techniques in sampling to conduct research, according to Sugiyono (2017: 81), who explains that the sampling technique is used to determine the sample to be used in the study and that there are several sampling techniques. The sampling technique used in this study uses simple random sampling. It is said to be simple because the taking of sample members from the population is done randomly regardless of the strata that exist in that population. To calculate the determination the number of samples from a particular population, Slovin formula

is used. The formulas used in determining the sample using the Slovin formula (Sofyan Siregar (2014: 34) are:

$$n = N / (1 + (N \times e^2))$$

Information:

n = Number of samples

N = Number of population

e<sup>2</sup> = Percentage of allowance for inaccuracy (error in sampling in research)

Precision used in social sciences is 1%, 5%, and 10%. The precision used in this study is taken e<sup>2</sup> value = 10%, so the sample size can be calculated as follows:

$$n = \frac{660}{1 + (660 \times 0,10^2)} = 86,84 \approx 87$$

## Research Results and Discussion

### *Research result*

Based on this research, the results findings will be discussed with regard to organizational culture and work stress on employee performance at PT Asno Horie Indonesia and how much influence organizational culture variables and job stress have on employee performance. The researcher used 87 employees as respondents in this study. Below are the results of the recapitulation of the profile of respondents.

### *Profile of Respondents*

Respondents in this study were employees of PT Asno Horie Indonesia who were in the south Cikarang and the respondents in this study were given questionnaires in the form of googleform. Based on the results of the questionnaire, it is known that the majority of respondents are male. There are also female respondents in fewer positions. This is not intentional because the majority of men are better able to complete their jobs at PT Asno Horie Indonesia. The following is a description of respondents based on their gender in table 4.1:

**Table 4.1:** Respondents Category by Gender

Pertanyaan	Jawaban	Jumlah	Persentase
Gender	Man	60	69,0%
	Woman	27	31,0%
	<b>Total</b>	<b>87</b>	<b>100%</b>

Source: Results of research results, February 2019

Meanwhile, based on the age category, most of the respondents were aged between 30 - 35 years. This is reasonable because at that age, employees are categorized as productive and mature age in carrying out work. The following Table 4.2, shows the distribution of respondents based on age groups:

**Table 4.2:** Respondents by Age Category

Question	Answer	Amount	Percentage
Age	20 – 25	11	12,6%
	25 – 30	22	25,3%
	30 – 35	34	39,1%
	35 – 40	12	13,8%
	40 – 45	8	9,2 %
	<b>Total</b>	<b>87</b>	<b>100%</b>

Source: Results of research results, February 2019

Based on the length of time at work, respondents who are in PT Asno Horie Indonesia have different lengths of each working time. Most of the respondents have worked for more than 3 years. This is reasonable because most employees are quite experienced and mature in working at PT Asno Horie Indonesia. The following Table 4.3, shows the distribution of respondents based on the length of work.

**Table 4.3:** Respondents Category Based on Working Time

Questions	Answer	Amount	percentage
Length of work	2 tahun	14	16,1%
	>2 tahun	26	29,9%
	>3 tahun	47	54,0%
	<b>Total</b>	<b>87</b>	<b>100%</b>

Source: Results of research results, February 2019

## Data Analysis and Hypothesis Testing

### *Classic assumption test*

Before carrying out multiple linear regression analysis and hypothesis testing, it is necessary to first test the classical assumption to test the validity or validity of the results of the regression model estimation. Some classic assumptions are fulfilled so that the conclusions from the regression results are not biased, including the normality test, multicollinearity test and heteroscedasticity test.

### ***Normality test***

Normality test is used to find out whether the data is normally distributed or not, parametric analysis such as linear regression requires that the data must be normally distributed. The test used in this study uses the Kolmogorov-Smirnov Normality Test method. Basic decision making in the normality test is: if the significance value is greater than 0.05 then the data is normally distributed. Conversely, if the significance value is smaller than 0.05 then the data is not normally distributed.

### ***Normality Test Results***

**Table 4.9: One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		87
Normal Parameters <sup>a</sup>	Mean	0.0000000
	Std. Deviation	2.93630818
Most Extreme Differences	Absolute	0.095
	Positive	0.061
	Negative	-0.095
Kolmogorov-Smirnov Z		0.882
Asymp. Sig. (2-tailed)		0.417

a. Test distribution is Normal

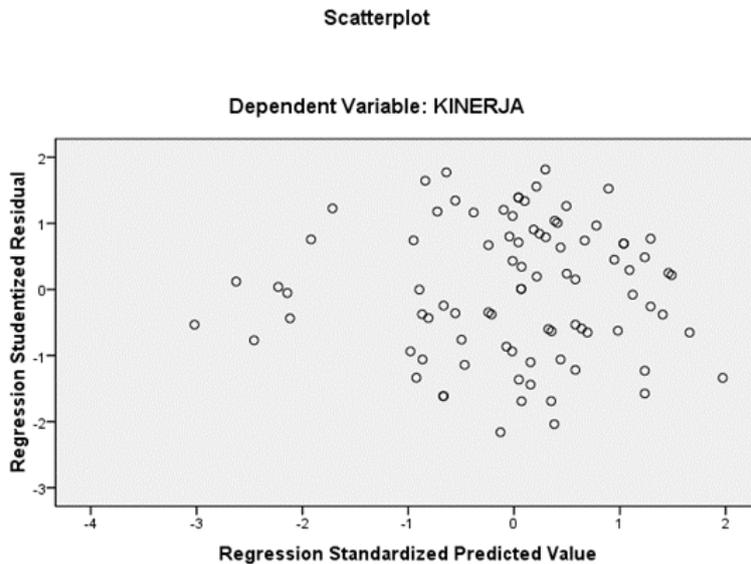
Source: SPSS (Statistical Program for Social Science) 16.0

Based on table 4.9 above, which shows the results of the normality test using the One-Sample Kolmogorov-Smirnov Test method, it is known that the value of Asymp. Sig. (2-tailed) Unstandardized Residual of 0.417 greater than 0.05, so it can be concluded that the regression data in this study are normally distributed.

### ***Heteroscedasticity Test***

The Heteroscedasticity test is one part of the classic assumption test in the regression model. To detect the presence or absence of heteroscedasticity in this study, use the method of looking at the scatterplot graph at SPSS 16.0 output. The following are the SPSS Scatterplot graph output results.

**Figure 4.1.** Heteroscedasticity Test Results



Source: SPSS (Statistical Program for Social Science) 16.0

The basis of decision making in the Heteroscedasticity Test with Scatterplot Charts is as follows.

1. If there is a certain pattern on the SPSS Scatterplot Chart, such as points that form a regularly wavy pattern, spread and then narrow), it can be concluded that heteroscedasticity has occurred.
2. Conversely, if there is no clear pattern, and the points spread, then the indication is that there is no heteroscedasticity.

Based on Figure 4.1 Scatterplot above, it can be seen that the points spread out and did not form a wave pattern, widening and then narrowing. Thus it can be concluded that the data in this study did not occur a problem of heteroscedasticity.

### ***Coefficient of correlation analysis***

The hypothesis used in this study is the working hypothesis ( $H_a$ ) and the null hypothesis ( $H_0$ ). The working hypothesis states that there is a relationship between variables X and Y and the influence between the two groups, while the null hypothesis or often called the statistical hypothesis is tested by statistical calculations stating that there is no relationship between the effect of variable X on variable Y. Pearson Correlation, because the research data is normally distributed, the Pearson Correlation Test can be used. Basic Decision Making in Pearson Correlation Test:

1. If the value is sig. <0.05 then, the null hypothesis (H0) is rejected or it can be concluded that there is a significant correlation between the variables connected.
2. If the value is sig. > 0.05 then, the null hypothesis (H0) is accepted or it can be concluded that there is no significant correlation between the variables connected. Relationship level criteria (correlation coefficients) between variables ranging from  $\pm 0.00$  to  $\pm 1.00$  + signs are positive and signs - are negative.

The interpretation criteria are:

1. 0.00 to 0.20, meaning: almost no correlation.
2. 0.21 to 0.40, meaning: low correlation.
3. 0.41 to 0.60, meaning: medium correlation.
4. 0.61 to 0.80, meaning: high correlation.
5. 0.81 to 1.00, meaning: perfect correlation.

### ***Partial Correlation Coefficient Analysis***

#### **Correlations**

		X1	X2	Y
X1	Pearson Correlation	1	0.467**	0.512**
	Sig. (2-tailed)		0.000	0.000
	N	87	87	87
X2	Pearson Correlation	0.467**	1	0.692**
	Sig. (2-tailed)	0.000		0.000
	N	87	87	87
Y	Pearson Correlation	0.512**	0.692**	1
	Sig. (2-tailed)	0.000	0.000	
	N	87	87	87

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS (Statistical Program for Social Science) 16.0

### ***Collaboration of Organizational Culture Variables with Employee Performance***

The following hypothesis is the basis of this study:

Ho = There is no relationship between Organizational Culture and Employee Performance.

Ha = There is a relationship between Organizational Culture and Employee Performance.

Based on the output of the table correlations above, it is known that N or the amount of research data is 87, then the sig value. (2-tailed) Organizational Culture with Employee Performance is 0,000 less than 0.050, as the basis of the above decision making, the null hypothesis (H0) is rejected and it can be concluded that there is a significant relationship between Organizational Culture and Employee Performance. Furthermore, from the output above it is known Correlation Coefficient (correlation coefficient) of 0.512, then this value indicates a high relationship between Organizational Culture and Employee Performance.

### ***Coefficient of Determination Analysis***

To calculate how much influence (contribution) is given by Organizational Culture (X1) on Employee Performance (Y) at PT. Asno Horie Indonesia partially can be known through the coefficient of determination (Kd), using the formula:

$$\begin{aligned} Kd &= r^2 \times 100\% \\ &= (0,512)^2 \times 100\% \\ &= 26.21\% \end{aligned}$$

The coefficient of determination (Kd) is equal to 26.21% which means that Organizational Culture (X1) influences employee performance (Y) at PT. Asno Horie Indonesia amounted to 26.21%. While the remaining 73.79% is influenced by other variables not examined in this study, for example such as: the work environment, compensation and competence.

The work stress determination coefficient (X2) on employee performance (Y) on PT. Asno Horie Indonesia partially can be known through the coefficient of determination (Kd), using the formula:

$$\begin{aligned} Kd &= r^2 \times 100\% \\ &= (0.692)^2 \times 100\% \\ &= 47.88\% \end{aligned}$$

The coefficient of determination (Kd) is equal to 47.88% which means that work stress (X2) has an effect on Employee Performance (Y) at PT. Asno Horie Indonesia 47.88%. While the remaining 52.12% is influenced by other variables not examined in this study, for example such as work environment, competence, compensation. The simultaneous calculation to calculate how much influence (contribution) is provided by Organizational Culture (X1) and work stress (X2) on Employee Performance (Y) at PT. Asno Horie Indonesia can be seen by looking at the Adjusted R square value in the model summary table. Based on the results of SPSS output, the R square value was obtained at 0.525 or 52.5%. Simultaneously the influence

(contribution) of High between Organizational Culture (X1) and Job Stress (X2) and on Employee Performance (Y) at PT. Asno Horie Indonesia together is 52.5%, while the remaining 47.5% is influenced by other variables not examined in this study.

## **Discussion**

### ***Overview of Organizational Culture at PT. Asno Horie Indonesia***

Organizational culture perceived by employees of PT. Asno Horie Indonesia based on descriptive analysis has an average value of 3.50 which is in the interval 3.40 - 4.19. This shows that the Organizational Culture at PT. Asno Horie Indonesia is included in the fairly good category. However, it is evident that there is still a respondent who answers quite agree and disagree on the Organizational Culture variable which means that even though the Organizational Culture that has been given by PT. Asno Horie Indonesia is a fairly good category, it still shows weaknesses that need to be improved.

### ***Job Stress Overview at PT. Asno Horie Indonesia***

Job Stress perceived by employees of PT. Asno Horie Indonesia based on descriptive analysis has an average value of 3.55 in the intervals of 3.40 - 4.19. This shows that Job Stress at PT. Asno Horie Indonesia is included in the fairly high category. However, there are still respondents who answer agree and disagree on the Job Stress variable which means that even though Job Stress has been determine by PT. Asno Horie Indonesia employees as a fairly high category and there are weaknesses that need to be corrected.

### ***Overview of Employee Performance at PT. Asno Horie Indonesia***

Employee Performance perceived by employees of PT. Asno Horie Indonesia based on descriptive analysis has an average value of 3.45 which is in the interval 3.40 - 4.19. This shows that Employee Performance at PT. Asno Horie Indonesia is included in the fairly good category. However, if viewed there are still respondents who answer agree and disagree on the Employee Performance variable, and this means even though the Employee Performance has been given by PT. Asno Horie Indonesia at a fairly good category, there are still weaknesses that need to be improved.

## **Conclusion**

This study aimed to examine Organizational Culture and Job Stress on Employee Performance at PT. Asno Horie Indonesia. Based on the results of the research and discussion, it can be concluded that:

1. Employee organizational culture at PT.Asno Horie Indonesia is quite good as measured through the coefficient interval table. Although there are several factors that still need to be considered, such as the role of innovation in providing convenience in completing work and whether the role of innovation in providing solutions to work is choked up. Attentions must be paid to those employees who perceive value to be below the average.
2. Job stress for employees at PT.Asno Horie Indonesia is quite high as measured through the coefficient interval table and there are several factors that still need to be considered, such as the many task demands on employee performance and the pressure from superiors on the specified time.
3. Employee Performance Levels in PT.Asno Horie Indonesia are quite good as measured as demonstrated through the coefficient interval table. There are several factors that still need to be considered, such as the timeliness and attendance of employees on employee performance and using employee's names which is still considered low because there is a value below the average.
4. Based on the research, Organizational Culture (X1) partially has a positive effect on employee performance (Y) at PT.Asno Horie Indonesia. The accepted hypothesis is H1, because of the results of testing the hypothesis  $t_{count} > t_{table}$ . This means that employee performance that occurs in PT.Asno Horie Indonesia is influenced by Organizational Culture.
5. Based on the research Job Stress (X2) partially has a significant effect on employee performance (Y) at PT.Asno Horie Indonesia. The accepted hypothesis is H1, because of the results of testing the hypothesis  $t_{count} > t_{table}$ . This means that employee performance that occurs in PT.Asno Horie Indonesia is influenced by work stress.
6. Based on this research, Organizational Culture (X1) and Job Stress (X2) simultaneously have a significant influence on employee performance (Y) at PT.Asno Horie Indonesia. The accepted hypothesis is H0 is rejected and H1 is accepted because of the results of testing the hypothesis  $F_{count} > F_{table}$ . This means that good organizational culture and low work stress will improve employee performance.

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