

Analysis Of The Influence Of Organizational Culture, Communication And Work Stress On Employees' Work Performance At The Education Foundation Of Dr Wahidin Sudirohusodo Medan

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Abstract. *The objective of this study is to examine the impact of organizational culture, communication, and job stress on the performance of employees at Yayasan Perguruan Dr. Wahidin Sudirohusodo Medan. We employed a survey methodology by administering a questionnaire to a sample of employees from the foundation, picked at random. The acquired data was examined using regression techniques to ascertain the correlation between the variables under study. The analytical findings suggest that a favorable company culture exerts a substantial impact on employee performance. The values, conventions, and behaviors within a corporate culture have a significant impact on enhancing employee motivation, engagement, and performance. Furthermore, the establishment of efficient communication channels between management and employees is also crucial in enhancing work performance by fostering a clearer comprehension of organizational objectives, job responsibilities, and valuable input. Nevertheless, research has demonstrated that work-related stress has a detrimental impact on the performance of employees. Elevated levels of stress can disrupt employee focus, drive, and psychological well-being, resulting in diminished productivity and job excellence. These findings indicate that Yayasan Perguruan Dr. Wahidin Sudirohusodo Medan's management should strengthen a favorable organizational culture by emphasizing the principles of cooperation, creativity, and employee assistance.*

Keywords: *Culture, Communication, Stress, Work Performance*

INTRODUCTION

The effective management of a business is highly dependent on its human resources, making it crucial to have appropriate management practices in place to guarantee the firm consistently achieves its objectives (Nasib & Chaniago, 2018). The innate qualities and traits of individuals, along with the surroundings they live in, influence the potency of human resources (Nasib & Amalia, 2018). Undoubtedly, an organization have a pre-established objective, and it is incumbent upon every member to

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collectively accomplish it as agreed upon (Syaifuddin, Yusniar, et al., 2023). The organization's performance has a direct influence on the outcomes it attains (Y. Lubis, Syaifuddin, Marlina, et al., 2023).

Essentially, the prosperity of a corporation hinges on an individual's aptitude for effectively overseeing the resources at their disposal, particularly the human resources (Ballian, 2020). An individual with a profound degree of proficiency in the requisite domain will be capable of effectively and systematically managing the company's operations (Syaifuddin et al., 2022). Highly proficient personnel typically possess the capacity to innovate and generate novel solutions (Nasib, 2021). They serve as a catalyst for innovative ideas that enable the organization to sustain growth and enhance its operational procedures (Astika et al., 2022). Notable accomplishments in one's job might serve as a driving force for employees to further their career and personal growth (Banuari, 2023). This encompasses supplementary training, enhancement of skills, and prospects for broadening their range of duties (Nasib et al., 2024). Highly proficient individuals frequently possess a superior comprehension of the firm and industry in which they are employed (Marpaung et al., 2021). This can facilitate enhanced and more strategic decision-making across all organizational hierarchies (Sari et al., 2023).

In essence, performance may be defined as the results that an individual attains within a certain period of time in their particular area of expertise (F. R. A. Lubis, Syaifuddin, Sofiyan, et al., 2023). An employee who consistently demonstrates exceptional performance can effectively contribute to the achievement of the company's goals and objectives (Lestari, 2019). To achieve optimal performance, an employee must possess the necessary experience and abilities that align with their assigned tasks (Nasib, 2019).

An essential tool for efficiently managing a company and satisfying expectations is its organizational culture (Fadli & Nasib, 2020). The organization's structure and operation are significantly impacted by a diverse and encompassing culture (A. F. R. S. B. Martin, 2022). Every business or firm have a distinct organizational culture, although performing the same job (Ahmad Rivai, 2020). Each individual in the organization is inseparable from the cultural values they adhere to (Hou, 2020). These values will ultimately harmonize with the organization's devices, technology, systems, strategies, and

lifestyles (F. A. Sanjaya, 2021). However, it is crucial to balance and align the human resources in the organization to ensure its continued existence (R. S. Y. S. V. F. Sanjaya, 2020).

In addition to the formation of organizational culture, good communication will also create good organizational behavior (Jasmine, 2021). Because with a good communication process, parts of the company can also relate and work together well. Communication in almost all companies is clearly a dynamic process (Pratama, 2020). In a company, the delivery of accurate information and understanding of information from one unit to another unit is not only vital in the formulation and implementation of company goals, but also an important tool and means so that activities in the company can be carried out properly (Heriyanti, 2021). Good communication will be able to provide news so that employees know what will and should be done (Kalogiannidis, 2020). The benefits of communication in a company are to connect all elements that communicate in the company so as to create a sense of unity, camaraderie and loyalty (Said, 2022). In addition, leaders will also easily know directly the areas under which employees are responsible for efficient control and to increase the sense of responsibility of all members and involve them in the interests of the company (Syahrudin, 2020).

The leadership of the Dr. Wahidin Sudirohusodo Medan National Education Foundation in carrying out its duties has not implemented a good form of communication based on other results from interviews with several employees and Mr. Sugeng, it is known that for organizational communication issues, in general it is said to be ineffective, both formal and informal communication. Communication is said to be effective if there is reciprocity, while in the Dr. Wahidin Sudirohusodo Medan National Education Foundation, communication tends to be one-way, namely only from informants, without reciprocity from the recipient of the message. This happens both between superiors and subordinates and between fellow employees. There are still many employees of the Dr. Wahidin Sudirohusodo Medan National Education Foundation who have not been able to receive and convey messages properly, so that miscommunication often occurs.

In addition, interaction and communication such as chatting rarely occur, employees and superiors prefer to remain silent. So that orders and tasks are often disrupted, such as task completion time. For example, internal meetings of the Dr.

Wahidin Sudirohusodo Medan National Education Foundation which are one of the means of communication are still ignored by several employees and even supervisors of the Dr. Wahidin Sudirohusodo Medan National Education Foundation. Employee performance can be affected when the work environment, work demands that put pressure on the mind, and others are not supportive. This will cause employees to experience work stress which results in poor performance. When someone cannot control themselves when they are stressed at work, the performance given will not be in accordance with the company's goals based on its vision and mission. Too much stress can threaten a person's ability to deal with the environment. As a result, employees develop various symptoms of stress that can interfere with their work performance.

These symptoms concern both physical and mental health. Work stress arises due to several factors such as excessive workload, pressure at work, interpersonal and group conflicts, and problems outside the company environment. Work stress is basically caused by employees' lack of understanding of their limitations which will cause frustration, conflict, anxiety and guilt which are basic types of stress. Every work condition can cause stress, depending on the employee's reaction to it. Stress can help or damage their work productivity, depending on how much stress they experience. Observations were made through observation and interviews. Based on these observations, it is indicated that work stress occurs as seen from the workload given that is not in accordance with the employee's work.

The level of stress experienced by employees of the Dr. National Education Foundation. Wahidin Sudirohusodo Medan varies depending on each level (position) according to the workload received. Pressure from superiors and clients also adds to the workload of employees. The imbalance between the workload and the rewards received is also an indication of work stress, employees feel that their work is not appreciated by their superiors. The lack of work given to employees also often causes anxiety and fear of being dismissed from their current jobs. Work performance shows a behavioral result that is assessed by several criteria or quality standards of a work result. This quality issue is related to the good or bad results worked on by workers. If the behavior of workers produces work results that are in accordance with the standards or criteria set by the organization, then their work performance is classified as good. Conversely, if the behavior of workers produces work results that are less or not in accordance with the

standards or criteria set by the organization, then their work performance is classified as poor. Based on the results of interviews conducted with several employees, it is known that the work performance of employees of the Dr. Wahidin Sudirohusodo National Education Foundation is still low. This is indicated by the large number of jobs that are not completed on time, the attitude of employees who are less friendly towards guests, and employees who are less quick and agile in serving guest requests. The achievement of work targets that do not match the time that has been set is also an indication of the low work performance of the employees of the Dr. Wahidin Sudirohusodo Medan National Education Foundation.

LITERATURE REVIEW

Organizational Culture

A flexible and adaptive organizational culture tends to be better able to deal with external and internal changes (Nasib & Amalia, 2018). Employees in this culture are more open to the changes, innovations, and improvements needed to improve performance (Sari et al., 2023). A culture that promotes rewards and recognition for achievements can increase employee motivation for high performance (Arahman, 2024). Recognition of individual or team contributions can strengthen a sense of self-worth and commitment to the organization (Nasib, 2021). An organizational culture that supports balance between work and personal life helps reduce burnout and improve employee well-being (Khairani, 2023). Employees who feel supported in this aspect tend to be more productive and committed over time (Banuari, 2023). A culture that values experimentation, tolerance for controlled risk, and learning from mistakes enables innovation and the development of new solutions (Lestari, 2019). This supports the development of organizational capabilities to adapt to changes in the market and business environment (J. L. J. Wang, 2021). A culture that promotes trust and honesty between fellow employees and management creates an environment in which information can be shared more openly and problems can be identified and resolved more quickly (Oriade et al., 2021).

Communication

Efficient communication ensures the prompt dissemination of vital information to staff members. This enables individuals to promptly and appropriately react and make decisions based on the present situation, so preventing any confusion or misinterpretations that may have a negative effect on their performance (Kalogiannidis,

2020). Effective communication regarding the organization's vision, purpose, and strategy enables employees to comprehend the company's long-term direction and objectives (Men, 2021). Enhancing employee engagement to the business is crucial for channeling their energy effectively (Sinaga, 2022). Effective and clear communication may enhance employee satisfaction. When employees have a sense of being listened to and valued, they are more likely to experience more satisfaction in their job, leading to a direct enhancement in their performance (Syahrudin, 2020). Effective communication enhances staff engagement in strategic planning and critical decision-making. This fosters a feeling of possession and accountability, which enhances employee drive and productivity (Yue, 2021). Organizations that place importance on effective communication assist employees in enhancing their communication abilities (LaGree et al., 2023). Enhancing cooperation and attaining objectives necessitates the capacity to articulate ideas with clarity, exert influence over others, and engage in successful collaboration (Jasmine, 2021).

Job Stress

Elevated levels of stress might impede employees' capacity to accomplish their own and occupational objectives (Robbie, 2022). Stressed employees may encounter difficulties in acquiring new skills or attaining their career objectives, leading to lasting effects on their motivation and desire (Dimitriou, 2021). Stress can impede an employee's capacity to develop and sustain concentration on the most crucial or pressing activities (Puspitawati, 2021). This might lead to delays in completing essential tasks or making errors in time management, resulting in defects in task performance (Lazar, 2022). Elevated levels of stress can have a detrimental impact on an employee's standing and how they are seen within the professional environment (Muis et al., 2021). Individuals who are worried or anxious may be viewed by others as being less emotionally stable or dependable under specific circumstances, which can have an influence on their social and occupational connections (Tian, 2021). Stress might impede the ability to provide innovative answers to intricate difficulties or obstacles encountered in the professional environment (Sinniah, 2022).

Work performance

Efficient and accomplished staff have the ability to enhance the overall production of the organization (Nasib, 2022). They have a propensity for accomplishing tasks with

effectiveness and generating a greater quantity of output within a given timeframe, hence enhancing overall productivity and operational efficiency (Pebri, 2020). High-performing employees often generate products or services of superior quality (Syafuddin, Efendi, et al., 2023). They are likely to have a higher level of dedication towards adhering to the company's standards and ensuring that consumers have great experiences (Nasib, 2020). Highly productive personnel frequently serve as the originators of groundbreaking concepts and inventive resolutions (F. R. A. Lubis, Syaifuddin, Sofiyan, et al., 2023). They could exhibit heightened motivation to explore novel approaches for enhancing work processes, innovating new goods, or optimizing efficiency, so potentially bolstering the company's competitive edge (Y. Lubis, Syaifuddin, Marlina, et al., 2023). Productive employees typically exhibit higher levels of commitment and enthusiasm towards their tasks (Syafuddin et al., 2022). They can act as a paradigm or source of inspiration for their peers, fostering a constructive and encouraging work environment (F. R. A. Lubis, Syaifuddin, Lubis, et al., 2023). Employees that attain elevated levels of performance typically experience greater job satisfaction and have better rates of retention (Y. Lubis, Lubis, Syaifuddin, et al., 2023). This leads to a decrease in expenses associated with the process of hiring and educating new staff members, while also ensuring that key expertise and information remain inside the organization (N. Martin, 2018).

RESEARCH METHOD(S)

The research was carried out at the Dr. Wahidin Sudirohusodo Medan National Education Foundation, situated at Jl. K.L. Yos Sudarso KM 16.5 Medan-Labuhan, Medan 20251, from 2018 to July 2019. This research focuses on the areas of corporate culture, communication, job stress, and employee performance. The research population consisted of a total of 76 personnel from Dr. Wahidin Sudirohusodo Medan. The sampling methodology employed is the census method, which entails include all individuals from the population as the study sample. The employed data collecting approaches encompass interviews, questionnaires, and documentation. The employed data analysis approaches include descriptive analysis and multiple linear regression analysis.

FINDINGS AND DUSCUSSION

The Influence of Organizational Culture on Employee Work Performance

The results indicate that the organizational culture of Yayasan Perguruan, Dr. Sudirohusodo Medan, has a substantial impact on the performance of its employees. The

results of this study align with earlier studies, indicating that corporate culture has an impact on employee performance. An affirmative company culture has the potential to enhance employee motivation and dedication towards their task (Ahmadi, 2023). For instance, a culture that fosters innovation and creativity will motivate people to perform optimally in their profession (Martin, 2020). When the personal values of individuals are in harmony with the corporate culture, employees generally have a greater sense of ease and connection to the objectives of the firm (Purwanto, 2021). This can enhance a feeling of ownership over the work and mitigate arguments about its worth (Setyawan, 2021). Enhancing team performance may be achieved by fostering an organizational culture that encourages cooperation and facilitates good communication among teams (Hulu, 2022). Employees experience heightened motivation to engage in collaboration and provide mutual assistance (Prastiawan, 2020).

The Influence of Communication on Employee Work Performance

The results indicate that communication has a substantial role in shaping the job performance of workers at Yayasan Perguruan Dr. Sudirohusodo Medan. The findings of this study align with the outcomes of other research, which indicated that direct communication had a substantial impact on employee job performance. Effective and transparent communication facilitates employees' comprehension of their assigned duties (LaGree et al., 2023). Providing explicit explanations of organizational objectives and individual assignments enhances employees' comprehension of their duties, resulting in heightened concentration and productivity in their jobs (Jasmine, 2021). Effective communication fosters the development of more robust connections among team members (Heriyanti, 2021). Workers who have a sense of ease while speaking with their colleagues are more inclined to engage in successful collaboration and exchange of information and assets (Kalogiannidis, 2020). This promotes enhanced collaboration and improved overall group productivity. Efficient problem-solving is facilitated by effective communication (Syahrudin, 2020). Employees have the ability to readily communicate the challenges they encounter and collaborate in order to identify and implement resolutions. This minimizes the likelihood of mistakes or ambiguity when doing activities (Chen, 2020).

The Influence of Work Stress on Employee Work Performance

The results indicate that job stress has a notable impact on the work performance of employees at Yayasan Perguruan Dr. Sudirohusodo Medan. The findings of this study align with the results of prior studies, which indicated that job stress adversely affects an employee's work performance. Elevated levels of stress can impede employees' ability to concentrate, maintain attention, and utilize their cognitive capacities (Ramlawati et al., 2021). This can lead to a reduction in productivity and a decline in the quality of work (Oseremen, 2022). Employees may have challenges in meeting deadlines or achieving specified performance benchmarks (Butt, 2020). Elevated levels of stress might heighten the likelihood of committing errors in the workplace (Suswati, 2020). Employees may exhibit less attention to detail or have impulsive decision-making tendencies, which can have adverse effects on job performance (Astrama, 2023). Extended work-related stress can adversely affect the mental well-being of employees, leading to symptoms such as emotional fatigue, heightened anxiety, or depression. Physical well-being can also be impacted, such as through sleep disruptions, elevated blood pressure, or gastrointestinal issues (X. Wang, 2022).

CONCLUSION AND RECOMMENDATION

This study aims to analyze the influence of organizational culture, communication, and work stress on employee performance at the Dr. Wahidin Sudirohusodo Medan Foundation. We obtained the following results based on our analysis:

1. A positive organizational culture at the Dr. Wahidin Sudirohusodo Medan Foundation has a significant influence on employee performance. The values, norms, and behaviors internalized in the organizational culture support employee motivation, engagement, and performance.
2. Effective communication between management, superiors, and employees plays an important role in improving work performance. Clear, open, and structured communication facilitates a better understanding of organizational goals, work tasks, and constructive feedback.
3. Work stress can have a negative impact on employee performance at this foundation. High levels of stress can reduce employee concentration, motivation, and mental health, which in turn affect productivity and work quality.

Suggestions: The study's findings suggest several ways to enhance employee performance at the Dr. Wahidin Sudirohusodo Medan Foundation. Wahidin Sudirohusodo Medan is as follows:

1. Management needs to strengthen and maintain a positive and inclusive organizational culture. We can achieve this by prioritizing values like cooperation, innovation, and fairness in our decision-making process. Regular training programs and workshops on organizational culture can enhance the comprehension and implementation of these values across all organizational levels.
2. We need to evaluate the internal communication system. All employees must receive clear and timely information about organizational goals, new policies, and relevant changes from management. Encouraging a culture of open communication and providing communication training to managers and employees who play a role in conveying information can help improve communication effectiveness.
3. We need to strengthen the steps to manage work stress. This includes identifying specific stressors in the workplace, providing psychological support to employees who need it, and implementing a holistic employee welfare program. We also need to create policies that support work-life balance and reduce unnecessary workloads.

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