Analysis of the Influence of Work Stress and Work Culture on Employee Performance

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Abstract

In facing the era of globalization and increasing business competition, attention to employee performance becomes crucial. In this context, work stress and work culture become the primary focus of research. This literature review utilizes the literature study method to investigate the impact of work stress and work culture on employee performance. Work stress, arising from high pressure and uncertainty in the work environment, is examined in the context of its effects on psychological well-being and employee productivity. In line with that, the role of work culture, encompassing values, norms, and beliefs within the organization, is explained in the context of its influence on employee motivation and performance. Through the literature study method, this research presents key findings from previous studies to provide a deep understanding of the complexity of the interaction between work stress, work culture, and employee performance. These findings are expected to contribute to practical and theoretical insights into human resource management strategies in this era of globalization, where emphasis on stress management and the development of positive work culture is imperative for achieving optimal employee performance.

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INTRODUCTION

In the era of globalization and increasingly fierce business competition, organizations and companies face various challenges and dynamics that can impact employee performance. In this context, aspects such as job stress and work culture have become the primary focus of research to understand their effects on employee performance. In the last few decades, empirical research examining the influence of job stress and work culture on employee performance has been a major highlight in the field of human resource management.

Job stress is a critical aspect that emerges in the modern workplace. High pressure, complex job demands, and uncertainty in the work environment are major triggers of stress for employees. In situations where changes occur rapidly, adaptation to a dynamic environment can be a significant source of stress. Job stress not only affects the psychological conditions of employees but also can impact their overall physical health and productivity.

Empirical research by (Aulia, 2022) indicates that job stress is not only a result of work situations but also a psychological response of individuals to those situations. Therefore, it is important to understand the differences in the

perception of job stress among employees, as this can affect its impact on their performance. In the context of globalization, where the speed of change and high task demands are the norm, stress management becomes a top priority.

Additionally, work culture is an organizational dimension that can play a crucial role in determining employee performance. Work culture encompasses norms, values, and behaviors applied within a company. A positive work culture can provide additional support and motivation for employees, while a negative work culture can hinder their performance. Therefore, a deeper understanding of the impact of work culture on employee performance is needed.

The importance of work culture in the organizational context can be seen in its involvement with all members of the workforce. Work culture not only creates a unique work environment but also shapes the identity and character of the institution. Organizations with a positive work culture tend to create a pleasant and productive work atmosphere. Conversely, a negative work culture can create discomfort, conflict, and a lack of motivation among employees.

In the context of employee performance, work culture can serve as a driver or inhibitor. A supportive work culture that promotes growth, collaboration, and innovation tends to enhance employee performance. On the other hand, an authoritarian, non-inclusive, or unsupportive work culture can detrimentally affect employee performance.

One positive impact of work culture that can be felt is the increase in employee motivation. A work culture that rewards achievements, provides development opportunities, and creates a fair working environment can encourage employees to give their best. This additional motivation can create a positive cycle where employees feel appreciated and motivated to continually improve their performance.

On the flip side, a negative work culture can be a major obstacle to achieving optimal performance. Internal conflicts, uncertainty, and dissatisfaction can poison the work environment, reduce work enthusiasm, and hinder collaboration. Therefore, organizational leaders need to have a deep understanding of work culture and work to build or improve a culture that supports optimal performance.

Essentially, work culture plays a crucial role in determining employee performance within an organization. A positive work culture can be a motivator for productivity, while a negative work culture can be a significant barrier. Therefore, organizations need to conduct evaluations and ongoing efforts to build and maintain a work culture that supports the growth and well-being of employees.

However, despite the extensive empirical research on the influence of job stress and work culture on employee performance, there is a need to revisit this literature through a literature review approach. Literature reviews play a crucial role in developing a deep understanding of previous findings, concepts that have been developed, and methodologies used in these studies. Through a literature review approach, this research aims to provide a comprehensive synthesis of previous findings, identify potential knowledge gaps, and provide a strong foundation for further research.

This research is expected to make a significant contribution to the academic and practical understanding of the influence of job stress and work culture on employee performance. Through a literature review approach, this research will provide a comprehensive overview of the conceptual developments and research methodologies in this domain. Additionally, the findings of this research can offer guidance to practitioners in managing job stress and developing a work culture that supports employee performance.

RESEARCH METHOD

This research employs a literature review method to identify, examine, and synthesize literature relevant to the influence of work stress and work culture on employee performance. Literature identification is conducted through online searches in academic databases, digital libraries, and key references related to human resource management and industrial psychology. Literature selection is based on inclusion and exclusion criteria to ensure the relevance and quality of the literature used. The included literature must have a direct connection to the impact of work stress and work culture on employee performance. The selection of literature also considers the year of publication, with a focus on recent research to reflect the latest developments in concepts and methodologies. The selected literature is then thoroughly read and analyzed to identify key findings, concepts, and research methodologies. The information extracted includes definitions of work stress and work culture, related variables, mechanisms of influence, and research outcomes related to employee performance.

RESULTS AND DISCUSSION
Work Stress Factors

Work stress has become a major challenge in the modern work environment, impacting employee well-being and overall organizational performance. Some common factors that contribute to work stress include time pressure, high task demands, interpersonal conflicts among employees, and a lack of social support.

According to research by (Steven & Prasetio, 2020), work stress is not only influenced by work situations but also by individuals' assessments of those situations. Differences in perceptions of work stress can have a significant impact on employee performance. Empirical research by (Nasution, Christine Herawati Limbong, & Denny Ammari Ramadhan, 2020) links work stress to physiological responses that can affect health and productivity.

Therefore, understanding work stress factors and developing effective stress management strategies are crucial. Corporate initiatives to create a supportive work environment, offer wellness programs, and provide stress management training can help enhance employee well-being and improve their performance. Thus, a profound understanding of work stress and efforts to manage it are key to achieving a healthy and productive work environment.

Work Culture

Work culture refers to a set of values, norms, and beliefs that shape the identity of an organization and determine how it conducts business and interacts with employees. A positive work culture has a positive impact on employee

satisfaction and performance. Research by (Sari, 2018) on organizational culture identifies four main dimensions: stability, task orientation, results orientation, and concern orientation.

Organizations that are able to form a strong and positive culture tend to have more engaged and high-performing employees. Conversely, a mismatch between the culture and the individual values of employees can lead to dissatisfaction and a decline in performance. Therefore, managing work culture is essential in enhancing productivity and employee well-being.

It is important for leaders of institutions to understand and wisely manage work culture. This involves identifying core values, establishing norms that support the institution's goals, and ensuring that the culture is consistently implemented throughout the organization. Initiatives to shape a positive work culture may include employee training, open communication, and recognition of individual achievements. In this way, employees can create a supportive work environment, motivate each other, and ultimately improve productivity and happiness in the workplace.

The Influence of Work Stress Factors on Employee Performance

Previous studies consistently highlight the significant impact of work stress factors on employee performance. Research conducted by (Kurniati, 2018) indicates that work stress has the potential to decrease performance, increase absenteeism rates, and even cause mental fatigue that affects overall productivity. These findings are not limited to a specific sector but have been identified in various industrial contexts and types of jobs.

In an effort to better understand the complexity of work stress, the study by (Zavanya et al., 2019) introduces the Demand-Control model. This model suggests that work stress can be explained through two main dimensions, namely the level of job demands and the level of control employees have. The findings from this research confirm that high levels of stress, especially when job demands are high and control is low, can have a negative impact on psychological well-being and employee performance.

Work stress does not only originate from heavy workloads but also from individual perceptions of work situations. This concept is reinforced by the research of (Dini Anggraeni, 2023), which emphasizes that work stress largely stems from individual assessments of work situations rather than the situations themselves. Therefore, addressing work stress involves not only reducing workload but also focusing on how individuals respond to and manage stress.

The impact of work stress is not limited to the individual level but can also permeate the entire organizational structure. Organizations with high levels of work stress tend to experience decreased productivity, increased employee turnover, and even higher healthcare costs. Therefore, managing work stress is not only the responsibility of individuals but also a serious concern for organizational leaders.

Approaches to reducing work stress may involve developing organizational policies that support work-life balance, enhancing social support in the workplace, and providing well-being programs for employees. Additionally,

promoting a positive and open work culture regarding communication can help alleviate tension in the work environment.

Providing stress management training to employees can help them develop effective coping strategies and enhance mental resilience. A better understanding of the factors causing work stress, coupled with efforts to create a supportive work environment, can positively contribute to the overall well-being and performance of employees.

It is crucial for organizations to regularly evaluate the level of work stress among their employees. Employee surveys, individual interviews, and performance-related statistical analyses can provide valuable insights. Based on these findings, companies can design more targeted and specific stress management strategies to ensure the optimal health and performance of their employees.

The Influence of Work Culture on Employee Performance

Several studies have highlighted the crucial role of work culture in shaping employee performance. According to research by Ravionita (2015), organizations with a culture that supports innovation and personal responsibility tend to have more high-performing employees. Conversely, a culture that does not support teamwork or fails to recognize achievements can hinder motivation and performance. In this context, it is important to explore the role of work culture as a key factor that not only shapes organizational identity but also influences employee engagement levels and performance.

A study conducted by Wiratama et al. (2022) further emphasizes that work culture not only affects employee behavior but also serves as a determinant factor in the selection, retention, and development of human resources. A positive work culture can be attractive to individuals seeking employment and can motivate employees to contribute positively in the long term. Therefore, a deep understanding of how work culture influences individual performance is essential to optimize work outcomes throughout the organization.

Work culture dimensions that can shape employee performance, as identified by Aprilianti et al. (2021), include support for innovation. Organizations that encourage and provide space for employees to create, innovate, and try new things tend to have more creative and productive employees. An innovative culture creates an environment where new ideas are valued, and employees feel they make meaningful contributions.

Furthermore, personal responsibility is also a crucial dimension in work culture. Organizations that encourage employees to take initiative, be responsible for their work, and make decisions independently can witness improved individual performance. Personal responsibility creates a sense of ownership over work, enhances intrinsic motivation, and positively contributes to organizational goal achievement.

However, a work culture that supports innovation and personal responsibility is not the only factor to consider. Recognition of achievement is also a crucial dimension in shaping employee performance. Organizations that provide appropriate recognition and rewards for employee achievements tend to have high motivation levels among team members. Recognition can take the form

of praise, promotions, or financial incentives, all of which can motivate employees to give their best.

Additionally, a study by Sari (2018) highlights that work culture also plays a significant role in selecting and retaining human resources. Employees who feel aligned with the organization's values and norms are likely to remain loyal and contribute positively. Conversely, cultural mismatches between individuals and organizations can lead to discord, decreased motivation, and even termination of employment.

A deep understanding of how work culture affects individual performance is key to optimizing work outcomes. Therefore, organizations need to consider work culture development strategies that support corporate goals and values. Initiatives to build an inclusive, supportive, and empowering work culture can create a motivating environment that sustains high performance.

Implementing cultural changes requires full support from organizational leaders. Leaders need to set an example by practicing desired values, providing constructive feedback, and creating policies that support the desired culture. Effective leaders can shape a positive culture that has a positive impact on organizational performance and sustainability.

In managing work culture, communication also plays a crucial role. Organizations need to transparently convey cultural values and expectations to employees. Clear and consistent communication helps build shared understanding and reduces uncertainty. Moreover, a participatory approach can involve employees in the development of culture, ensuring they feel engaged and have a role in shaping their work environment.

Overall, studies on the role of work culture in shaping employee performance demonstrate the importance of organizational culture in achieving optimal outcomes. Support for innovation, personal responsibility, and recognition of achievement are crucial dimensions to consider in shaping a successful work culture. Through deep understanding, leadership commitment, and effective communication, organizations can create a culture that encourages employees to reach their full potential and has a positive impact on long-term success.

Interaction Between Work Stress Factors and Work Culture

Recent studies consistently highlight the complex interaction between work stress factors and work culture, revealing how these two elements mutually influence each other and have the potential to shape a work environment that either supports or burdens employees. One interesting finding comes from the research conducted by Ummu Sholihah and Ikhwan (2022), indicating that a work culture that supports the balance between work and personal life can significantly reduce the perceived stress levels among employees.

A work culture that understands and values employees' need to maintain a balance between work responsibilities and personal life creates an environment where employees feel supported and appreciated as individuals with needs beyond their job scope. In this context, organizations implementing policies that support time flexibility, remote working, or employee well-being programs can foster a

culture that reduces stress levels and enhances employee satisfaction and performance.

Conversely, a work culture that fails to recognize or even neglects the importance of work-life balance can lead to increased stress levels. Employees feeling pressured by excessive work demands without support for achieving life balance may experience decreased motivation and overall well-being. Therefore, alignment between work culture and employees' life balance needs is crucial for creating a healthy and productive work environment.

Furthermore, social support plays a crucial role in coping with work stress, as revealed in a study by Sutrisno and Suhendi (2019). Their research highlights that social support from colleagues and superiors can function as an effective buffer in helping employees cope with stress and adapt to job demands.

Social support from colleagues creates an inclusive and supportive work environment. Employees who feel they can rely on support and cooperation from fellow colleagues tend to experience lower stress levels. Additionally, superiors providing support, offering constructive feedback, and showing concern for employee well-being can create positive working relationships and help manage job pressures.

This research indicates that not only work-related factors influence stress levels but also interpersonal relationships in the workplace. Therefore, organizations may consider initiatives to enhance social relationships among employees, such as team activities, communication skills training, or mentorship programs. This can help create a work culture based on team support and collaboration, reducing stress levels and enhancing psychological well-being.

It is important to note that addressing work stress and creating a supportive work culture is not a trivial task. Cultural change requires commitment from all levels within the organization. Company leaders must lead by example, demonstrate desired values, and communicate the importance of supporting employee well-being. Company policies and practices should also be updated or redesigned to reflect a focus on work-life balance and social support.

Implementing policies that support the balance between work and personal life, such as flexible scheduling programs, personalized leave options, or workplace wellness facilities, can help shape a work culture that supports employee well-being. Moreover, promoting open communication and providing regular feedback can create an environment where employees feel heard and valued.

By understanding the complex interaction between work stress factors, work culture, and social support, organizations can create a work environment that supports the personal and professional development of employees. Involving employees in the cultural change process, listening to their needs, and providing appropriate solutions can help create a work environment that values work-life balance and enhances overall job quality. In doing so, organizations can achieve their long-term goals, including increasing employee satisfaction, productivity, and maintaining a positive public image.

The Importance of Balancing Stress and Work Culture in a Global Context

Cross-cultural research conducted by Ravionita (2015) has been a crucial foundation in understanding cultural differences in the contexts of work stress and work culture. The findings indicate that perceptions of work stress and work culture can vary among different cultures, presenting significant challenges in cross-cultural management. Therefore, in designing effective management strategies, it is essential to consider the local cultural context to create a work environment that is suitable and supportive of employee performance in various global contexts.

Hofstede's study identifies four primary cultural dimensions influencing human behavior: task clarity, individualism versus collectivism, power distance, and uncertainty avoidance. These dimensions highlight fundamental differences in thinking, interacting, and adapting to work situations among diverse cultures.

Firstly, task clarity dimension refers to the extent to which a culture has clear and explicit norms for performing work. Cultures with high task clarity tend to have well-defined organizational structures and clear procedures. On the other hand, cultures with low task clarity prefer flexibility and adaptability in tasks.

Secondly, the individualism versus collectivism dimension depicts the extent to which individuals in society are prioritized over the group. Individualistic cultures emphasize personal achievement and autonomy, while collectivistic cultures stress cooperation, group solidarity, and shared interests.

Thirdly, power distance dimension reflects the level of accepted and expected inequality within a culture. Cultures with high power distance accept power inequality and strong hierarchy, while cultures with low power distance tend to value equality and avoid overly dominant hierarchies.

Lastly, uncertainty avoidance dimension evaluates how comfortable a culture is with uncertainty and change. Cultures with high uncertainty avoidance are willing to accept uncertainty and are flexible, while cultures with low uncertainty avoidance tend to seek certainty and clear structures.

These cultural differences in dimensions can impact perceptions and responses to work stress. For example, a culture with high task clarity may be more inclined to cope with stress arising from task uncertainty by prioritizing planning and structure. Conversely, a culture with high uncertainty avoidance may be more accustomed and flexible in facing unexpected challenges.

A one-size-fits-all approach in managing work stress and work culture will not be effective in a global context. Management strategies that succeed in one culture may be irrelevant or even counterproductive in another culture. Therefore, organizations operating internationally need to adopt a culturally sensitive approach and align stress management strategies with local values and norms.

For instance, in a predominantly collectivistic culture, stress management strategies may include emphasizing social support and team cooperation. Improving communication among team members, recognizing individual contributions, and building strong interpersonal relationships can help reduce stress levels and enhance employee performance.

On the other hand, in a more individualistic culture, stress management approaches may involve giving employees more autonomy and responsibility for their work. This can create an environment where employees feel a sense of

ownership over their work and have greater control over potential stress situations.

Furthermore, awareness of differences in power distance dimensions can assist in understanding organizational structures and effective communication. In cultures with high power distance, employees may be more comfortable with a clear hierarchy and expectations to follow given orders. Conversely, in cultures with low power distance, employees may prefer active participation in decision-making and expect more open communication.

Similarly, in cultures with high uncertainty avoidance, stress management may include strategies that encourage flexibility, adaptability, and creativity in facing uncertainty. On the other hand, in cultures with low uncertainty avoidance, employees may seek clear structures, task certainty, and strict planning to reduce stress.

The importance of considering the local cultural context in designing stress management and work culture strategies is not only beneficial for employees but also helps organizations achieve sustainability and success on a global scale. Adopting a culturally focused approach can create an inclusive, supportive, and adaptive work environment. Therefore, organizations capable of integrating a deep understanding of local culture into their management strategies will have a competitive advantage and can achieve employee well-being.

CONCLUSION

The work culture plays a crucial role in determining employee performance within an organization. A positive work culture can serve as a driver of motivation and productivity, while a negative work culture can be a significant hindrance. Therefore, organizations need to conduct evaluations and engage in continuous efforts to build and sustain a work culture that supports the growth and well-being of employees.

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