

# Effect of Work Stress, Work Compensation and Organizational Culture on Employee Performance

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## ABSTRACT

Employee performance has a dominant influence in the process of achieving company goals. Various efforts to improve employee performance are expected to enable employees to provide their optimal abilities for the benefit of the company. This study aims to analyze the influence of workload, work compensation, and organizational culture on employee performance in order to contribute to a deeper understanding of the factors that influence employee performance in companies. This research is expected to provide practical guidance for companies in developing strategies to improve employee performance so that the company can achieve its desired goals and remain competitive and sustainable in a dynamic business environment. Data collection was carried out by distributing questionnaires to 135 employees. The analysis method used in the study was multiple linear regression using statistical software. The results of the study showed that work stress did not affect employee performance, compensation affected employee performance and organizational culture affected employee performance in a distributor manufacturing company. Furthermore, work stress, work compensation and organizational culture together influence employee performance.

**Keywords:** Work Stress, Work Compensation, Organizational Culture, Employee Performance.

## I. Introduction

Employees in a company are the most valuable asset and a crucial resource in today's industrial era. A company's development is heavily influenced by a well-trained, competent, character-driven, and highly loyal workforce. The importance of continuous breakthroughs and training provided to employees is crucial for planning, implementation, organization, and control. Companies need to manage all variables and resources to help businesses improve their employee performance (Sugiono & Rachmawati, 2019). Direct employee involvement will have a significant impact on the company. Increasing employee productivity aims to encourage employees to perform at their best, thereby helping them achieve company goals (Sugito & Muhammad, 2020). PT. Bevananda Mustika's products mostly include gabions (gabions), chainlink mesh and fencing (accordion wire and fences), wiremesh and fences, cable cages, barbed wire, and razor wire for high-security protection. Due to the large number of orders from consumers, the company requires a large workforce to meet its customers' needs. In line with the company's inability to manage consumer orders, this has resulted in work stress for employees, which has an impact on decreasing employee performance.

Employees' decisions to resign from their jobs are caused by excessive work stress, working hours exceeding the stipulated limits, and being assigned work tasks that do not align with their job descriptions (Prasetio et al., 2019). Other driving factors include additional tasks outside of core work, minimal coaching or direction for the division of tasks for each employee, and discrepancies in wages or compensation that employees should receive (Nur Alam et al., 2021). Companies requiring employees to work overtime without providing compensation encourages employees to be disloyal to the company and apathetic, refusing to help other employees because they consider it not their job and a waste of time (Budiyanto, 2022). Companies that directly pay employee incentives or salaries are a driving factor in employee loyalty (Febriana & Kustini, 2022). For employees, incentives or salaries play a significant role in motivating workers, improving their well-being to meet their needs, and increasing job satisfaction. This, in turn, leads to improved employee performance and reduced absenteeism (Urmila, 2022). Furthermore, compensation encompasses all forms of rewards or reciprocity received by employees based on their contributions to the company, which can be monetary or non-monetary benefits provided directly or indirectly (Waskito & Sari, 2022). Organizational culture is a crucial factor within a company. A company with a strong and positive organizational culture means that rules are not a binding obligation for employees, but rather a necessity. Furthermore, employees will feel a sense of togetherness, a sense of family, and a sense of pride in their company, ultimately leading to the achievement of the company's desired goals and job satisfaction (Edison et al., 2018). Furthermore, according to Rivai (2020), organizational culture is something employees feel, and the resulting feelings foster trust, values, and expectations. According to Sule & Saeful (2019), organizational culture reflects the values and norms believed in and practiced within a company, relating to the environment in which the company operates.

Previous research has proven that work stress on employee performance is caused by employee pressure in dealing with their work, this is in line with the findings of previous research conducted by: Larissa et al., (2023); Anjani & Supartha, (2020); Naufalia et al., (2022); Mardalena et al., (2023) in line with previous research conducted by: Pragusti & Hidayat (2023); Oktavianti (2021) and Simanjuntak, (2020). Compensation has an important impact on employee performance, a conclusion that says that compensation greatly influences employee performance which is in line with previous research conducted by: Ratnasari et al., (2022), Larissa et al., (2023), Waskito & Sari, (2022), Budiningsih, (2020). Previous research by (Amanda et al., 2017) stated that there is a significant influence between organizational culture and employee performance. Another study conducted by (Muis et al., 2018) stated that organizational culture has a positive effect on employee performance, which means that if the company implements a good organizational culture, employee performance in the company will improve and increase, thus the company's goals will be achieved. Therefore, firstly, this study adds and will also focus on PT Bevananda Mustika employees as a differentiator from previous studies and secondly, research on the influence of work stress, work compensation and organizational culture on employee performance has been done a lot, but researchers combine the four variables in a model with the object of research, namely companies in the field of manufacturing distributors. Based on the explanation above, this study aims to analyze the influence of workload, work compensation, and organizational culture on employee performance, thereby contributing to a deeper understanding of the factors that influence employee performance in the company. Furthermore, this study is also expected to serve as a practical guide for companies in developing strategies to improve employee performance, enabling them to achieve their desired goals and remain competitive and sustainable in a dynamic business environment.

## II. Literature Review and Hypothesis Development

### 2.1. Employee Performance

According to Muis et al. (2018), performance is the work results obtained by individuals or groups within a company in accordance with the authority and responsibilities of each employee formally as an effort

to achieve company goals based on applicable norms and ethics without violating existing laws. Purba & Gunawan (2018) define performance as a description of the level of success or failure of a company in carrying out its operational activities as an effort to achieve the company's goals, objectives, vision, and mission. Performance is generally understood to be the result of an individual's or a group's work completed inside an organization in accordance with their allocated authority and responsibilities (Mogi, 2025). It shows that work tasks have been successfully completed in accordance with organizational goals. As a result, employee performance basically reflects how well and efficiently tasks are carried out. Performance is a quantifiable result that shows how dedicated and capable a person is at carrying out their duties. These expert viewpoints lead to the conclusion that performance includes assessing an employee's productivity in carrying out their duties, which eventually contributes to the organization's overall effectiveness. In order to promote ongoing development, performance evaluation becomes a strategic component of human resource management.

Based on the opinion of one management expert, performance is used as a basis for employee assessment which is closely related to four aspects, including: (1) quality of work, (2) quantity of work, (3) punctuality of work, and (4) cooperation (Septian, 2021). In a remote work environment, employee performance is a multifaceted concept that includes task completion, creativity, engagement, communication, and accountability. It becomes crucial to comprehend how these shifts impact performance when businesses move to hybrid or totally remote operations (Sujatmiko, 2025). The comparison of actual results with predetermined job standards is called performance. Performance results from an employee's work, which is observed to have the same quality as the job criteria, the workload given, and modified with the desired target to meet organizational goals on time. Meanwhile, performance describes the level of success or failure of an organization in carrying out its activities to fulfill its vision, mission, goals, and objectives. Performance also refers to the amount and quality of work individuals or groups perform to achieve specific goals. Performance is defined as the quality and numerical results of work an employee achieves when performing tasks based on their responsibilities. Performance as an assessment of an employee's current or previous work relative to his or her achievement standards.

## 2.2. Work Stress

Work stress is the feeling of tension experienced by employees when carrying out their work responsibilities (Budiyanto, 2022). According to Beehr and Newman, as cited by Dr. Anies (2005), work stress consists of three dimensions: psychological symptoms, physiological symptoms, and behavioral symptoms. Psychological symptoms are characterized by feelings of anxiety, tension, irritability, and restlessness. Psychological symptoms relate to the tension, anxiety, or psychological stress experienced by employees due to various work-related factors. Psychological factors include high work demands, conflict with coworkers, work-life imbalance, time constraints, and excessive responsibility. The consequences of work stress on employees impact mental well-being, productivity, and negatively impact employee loyalty to the organization (Anjani & Supartha, 2020). Efforts to improve employee performance include paying attention to employee stress levels. High or low levels of stress, if sustained over a long period of time, can reduce employee performance due to feelings of pressure in carrying out their work (Wirya et al., 2020).

Physiological symptoms are characterized by increased heart rate, headaches, and nausea. Work stress consists of internal and external elements that can arise from the interaction between work demands and work control (Prasetio et al., 2019). Increased job demands coupled with limited job control result in high levels of stress in the workplace (Naufalia et al., 2022). Meanwhile, behavioral symptoms are characterized by a decline in the quality of relationships with friends and family members. Job stress is described as an adaptive reaction resulting from environmental actions, situations, or events (Larissa et al., 2023). Budiyanto (2022) defines job stress as the feeling of pressure experienced by employees when carrying out their job responsibilities. Job stress can be caused by various factors, including excessive workload, pressing time constraints, inadequate work supervision, a poor work environment, inadequate job-related authority,

conflicting job responsibilities, differing employee values, and unsatisfactory leadership. High levels of stress experienced by employees can negatively impact their productivity (Mardalena et al., 2023).

### 2.3. Saleries

Pay is one of the possible instruments for employee motivation. Pay is a significant factor that serves as an employee's primary source of motivation. This indicates that employees use their knowledge, skills, time, and energy not only to dedicate themselves to the office but also to other objectives, such as anticipating benefits for the outcomes (Taufan A, 2024). Both direct and indirect cash compensation are possible, as can an indirect reward. In addition to monetary benefits, compensation also takes into account the organization's internal objectives and benefits including possibilities for advancement and recognition. According to Dessler (2019), compensation is any offer or incentive given to an employee as a result of their performance. Direct payments, such as wages, salaries, incentives, commissions, and bonuses, and indirect payments, which include benefits such as insurance and vacation pay provided by the employer, are the two main components of compensation. According to Febrianti & Wati (2020), the purposes of compensation include fostering cooperative relationships, increasing job satisfaction, facilitating efficient procurement, inspiring employees, improving employee stability, enforcing discipline, complying with legal requirements, and countering union influence.

Providing salaries to workers aims to motivate them, improve their welfare to meet their needs and job satisfaction (Pratama & Thoyib, 2022). According to Sudaryo (2018), compensation is a reciprocal exchange of rewards from employers, such as salaries or other benefits for services or work performed by workers. Pragusti & Hidayat (2023) compare that compensation refers to all benefits received by workers in exchange for their work. Compensation includes all forms of rewards or reciprocity received by employees based on their contributions to the company, which can be monetary or non-monetary benefits provided directly or indirectly. Compensation is a form of corporate responsibility given to employees who have completed the tasks and responsibilities assigned by the company. Compensation is remuneration from the company to employees for what the employee has done in completing his responsibilities. Fair compensation can encourage employee participation so that employees can work responsibly and contribute to company operations. Compensation is defined as all income, in the form of money, direct or indirect goods, received by employees as compensation for services provided to the company. Compensation is an important part of employee relations. Compensation includes direct cash payments, indirect payments in the form of employee benefits, and incentives that encourage employees to work harder to achieve higher productivity. Compensation is divided into 2 groups, namely compensation direct and compensation no direct. There are 4 compensation indicators, namely salary, incentives /bonuses, allowances, and welfare employee.

### 2.4. Organizational Culture

Organizational culture in a company is closely related to the values, norms, behavior, and work ethics within the company, which must be implemented collaboratively by all relevant departments within the company (Saputri, 2023). According to Nugroho (2019), organizational culture is a component that fosters employee trust in the company, fostering their beliefs, values, and expectations for the company. Azhari et al. (2024) argue that organizational culture is a combination of a system of values, beliefs, assumptions, and norms that are implemented, agreed upon, and recognized by employees within the company as a basis for behavior and problem-solving within the company. Sujatmiko (2025) said that organizational culture refers to a system of assumptions, values, and mutual trust that determines how individuals behave within the organization. Organizational culture encompasses work environment, decision processes, and response to changes. Organizational culture is a collection of principles that both individuals and organizations use to solve issues and adjust when they join an institution, ensuring that everyone in the organization is aware of and comprehends everything that influences behavior (Putri et al., 2025). An organization's common beliefs

that set it apart from others are described by its organizational culture. A well-functioning organizational culture in a company can impact employee performance, thereby achieving the company's desired goals (Mutiaru et al., 2023). Edison et al. (2018) found that there are 5 indicators of organizational culture that can support employee performance, namely: (1) self-awareness of organizational members, (2) aggressiveness in setting goals, (3) good personality, (4) performance, and (5) team orientation where members work together in the company (Rojuaniah, 2023).

At least seven key elements make up indicators of organizational culture formation: (1) innovation and risk-taking, specifically support for employee creativity and their courage to take measurable risks, (2) attention to detail, namely the extent to which personnel are expected to emphasize truth and accuracy, analytical, and attention to detail, individually and in groups, (3) the extent to which management prioritizes results over the methods and strategies used to achieve them is known as results-based orientation, (4) people orientation is the extent to which management choices consider how results will affect individuals within the company, (5) the main idea behind group and team orientation is how much work is done in teams and groups, rather than one-on-one, (6) aggressiveness is the extent to which workers are competitive and aggressive, rather than relaxed, (7) the extent to which organizational operations prioritize maintaining the status quo under the best conditions over changes that have no clear positive direction or may be dangerous is known as steadiness.

## 2.5. Relationship Between Work Stress and Employee Performance

Employee performance typically declines when they experience work stress in the workplace, which in turn impacts employee performance within the organization or company (Naufalia et al., 2022). Management is urged to proactively address the level of work stress experienced by employees and identify factors that can reduce stress. This allows employees to improve their performance within the company (Wiratama et al., 2022). Based on research findings by Mardalena et al. (2023), a significant relationship exists between work stress and employee performance. This conclusion aligns with Hanifah et al. (2022) findings that stress employees experience in their work is driven by factors such as heavy workloads and pressing deadlines. High levels of work-related stress can negatively impact employee performance if not addressed and resolved. This research aligns with previous research findings (Ostevi & Ruswanti, 2013) and (Ruswanti et al., 2022). Therefore, the proposed hypothesis is:

*H1: negative relationship between work stress and employee performance*

## 2.6. Relationship Between Compensation and Employee Performance

Research conducted by Pratama & Thoyib (2022) found that employee performance can be significantly influenced by compensation, and increased compensation will indeed significantly improve employee performance. Furthermore, improved compensation will also result in significant improvements in employee performance (Nurolis & Ayuanti, 2022). In conclusion, compensation has a significant impact on employee performance. The findings of this study indicate that components such as salary, bonuses, allowances, insurance, benefits, and awards have the potential to influence employee performance. Compensation has a significant impact on employee performance, a conclusion that aligns with previous research conducted by Pratama & Thoyib (2022), Larissa et al. (2023), Waskito & Sari (2022), and Budiningsih (2020), which found that work compensation has a significant influence on employee performance. Therefore, the following hypothesis is proposed:

*H2: compensation positively influences employee performance*

## 2.7. Relationship Between Organizational Culture and Employee Performance

Previous research conducted by Mubarak & Maryati (2016) found that organizational culture has a positive and significant effect on employee performance. Rivai (2020) also found that organizational culture has a positive and significant effect on employee performance. Furthermore, research by Feri et al. (2020) showed that organizational culture has a positive effect on employee performance. Research by Jeong et al. (2019) demonstrated that organizational culture and behavior have a positive influence on employee performance within an organization, consistent with previous research. This also aligns with research by Ruswanti et al., 2023. Based on the previous research above, the following hypothesis can be proposed:

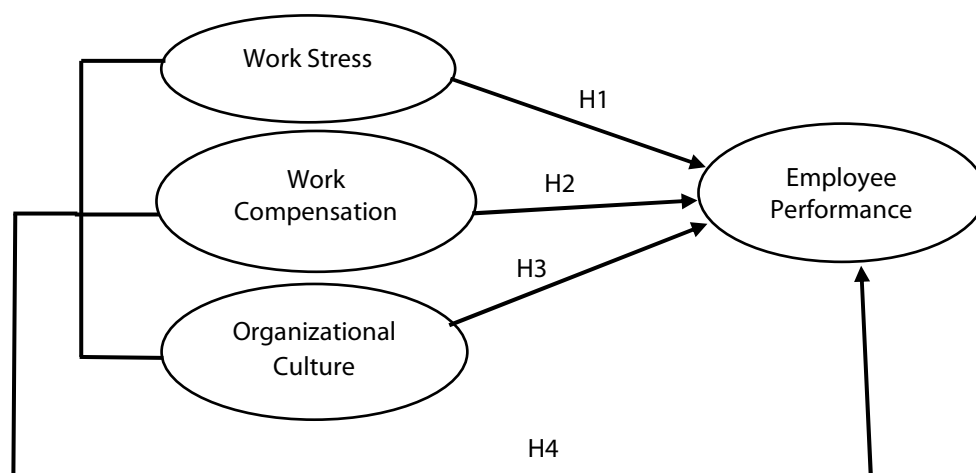
*H3: organizational culture has a positive influence on employee performance*

## 2.8. Relationship Between Job Stress, Job Compensation, and Organizational Culture and Employee Performance

Research by Mardalena et al. (2023) shows a significant relationship between job stress and employee performance. Research by Pratama & Thoyib (2022) states that employee performance can be significantly influenced by compensation, and that increased compensation can improve employee performance. Previous research by Rukmana et al. (2021) indicates that organizational culture has a significant positive influence on employee performance. Another study by Sota (2020) states that job stress, job compensation, and organizational culture influence employee performance. Based on the above research results, the following hypothesis can be proposed:

*H4: job stress, job compensation, and organizational culture collectively have a significant influence on employee performance*

Based on the above hypothesis, the hypothesis proposed in this study is follows:



**Figure 1. Research Model**

## III. Research Method

This study uses a causal approach with a quantitative approach derived from a theoretical framework. The purpose of this study is to determine the extent of the influence of job stress, work compensation, and employee performance on employee loyalty. Data for this study were obtained from surveys and questionnaires, using a Likert scale with a score of 1 to 5. A score of five indicates strongly agree (SS), a score

of four indicates agree (S), a score of three indicates neutral (N), a score of two indicates disagree (TS), and a score of one indicates strongly disagree (STS).

The sampling technique used in this study was purposive sampling. Purposive sampling is based on specific criteria to obtain a sample relevant to the research objectives. Sugiyono (2018) states that a population is a generalized area with certain traits and characteristics that have been determined by the author for drawing conclusions. The population in this study was all employees of PT. Bevananda Mustika, a manufacturing distributor located in Bekasi. The sample was determined based on several predetermined criteria, including: permanent employees, employees who have worked at PT. Bevananda Mustika for at least the past year, employees ranged in age from 17 to 55, and were both male and female. The data collection technique used was a questionnaire distributed online through various social media platforms and WhatsApp. Data collection was conducted once. This study employed multiple linear regression analysis, and the sample size was determined based on (Hair et al. (2020). The required sample size is at least five times the number of statements. The required sample size is 135 respondents, obtained by multiplying the 27 statements by 5.

The hypothesis testing in this study used three tests: the F test, the t test, and the coefficient of determination (R-square) test. According to Ghozali (2018), the simultaneous test (F test) aims to determine whether independent variables simultaneously influence the dependent variable, provided the significance value is  $<0.05$ . According to Ghozali (2018), a partial test (t-test) is a test conducted to determine whether an independent variable can influence a dependent variable, provided the significance value is  $<0.05$  for each variable. The coefficient of determination test is used to determine the extent of influence an independent variable has on a dependent variable, assuming the closer the value is to 1, the more perfect it is (Ghozali, 2018). According to Ghozali (2018), a validity test is a test used to measure the instrument in a questionnaire and ensure it can be used to measure what it is supposed to measure, provided the significance value is  $<0.05$ . According to Ghozali (2018), a reliability test is the extent to which measurement results using the same object will produce the same data, provided the Cronbach's alpha value is  $>0.6$ . Descriptive statistical tests are tests conducted to analyze data by describing or depicting the collected data without the intention of drawing conclusions applicable to the researcher or the company.

This study also tested classical assumptions, including tests for normality, multicollinearity, heteroscedasticity, and autocorrelation. The normality test is a test conducted to see whether the data used by researchers has normality limits or not with the condition that if the points spread between the diagonal line and follow the direction of the diagonal line then the data in the study can be said to be normally distributed. The multicollinearity test is a test that aims to see the relationship or correlation between each independent variable with the condition that the Tolerance value is at  $>0.10$  and the VIF value is at  $<10$ . The heteroscedasticity test is a test that aims to see whether in the regression model there is inequality of variance from one observer's residual to another observer, with the condition that the significance value is  $>0.05$ . The autocorrelation test is a test conducted with the aim of testing whether in the linear regression model there is a correlation between the dependent variable and the independent variable.

## IV. Results and Discussion

### 4.1. Analysis Result

The respondents in this study were employees at PT. Bevananda Mustika in Bekasi. Based on the results of direct questionnaire distribution to PT. Bevananda Mustika employees, the following results were obtained: employees were predominantly male (75%) compared to female employees (25%), the dominant age group was 31-45 years (50%), the most recent education level was high school (76.7%), and the most common income was Rp. 2,000,000-Rp. 3,500,000 (78.3%). This study was conducted to test validity. The r table for the validity test was 0.1678, and a variable is considered valid if the calculated r value is greater than the table r value. Based on these data, it can be concluded that each variable in this study is valid and acceptable because most of the calculated r values obtained are greater than the table r value (0.1678).

Furthermore, reliability testing was performed using Cronbach's alpha, which is considered reliable if >0.6. The study obtained Cronbach's alpha values for work stress of 0.970, work compensation of 0.812, organizational culture of 0.962, and employee performance of 0.877.

Normality tests, generated from histograms, Kolmogorov-Smirnov tests, and P-P plots, indicated that the data were normally distributed. Meanwhile, multicollinearity testing showed no indication of multicollinearity, with VIF values <10 and the highest tolerance value of 0.961 >0.10, indicating that each variable was independent in the regression model. Heteroscedasticity testing showed no indication of heteroscedasticity, as seen in the scatterplot, where the points were randomly distributed.

#### 4.2. Regression Test Results

The results of the classical assumption test conducted in this study indicate that the regression model meets the feasibility and requirements.

**Table 1. Regression Test Results**

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	2,026	0,520	
	Work Stress	-0,094	0,024	-0,158
	Work Compensation	0,838	0,159	0,485
	Organizational Culture	0,822	0,155	0,577

a. Dependent Variable: Employee Performance

From table 1, the multiple linear regression equation can be made as follows: Y

$$= 2,026 + -0,094 X1 + 0,838 X2 + 0,822X3$$

The value of a of 2.026 is a constant value stating that if the value of work stress (X1), work compensation (X2) and organizational culture (X3) is zero then the constant value of employee performance is 2.026. The regression coefficient value of X1 of -0.094 indicates that work stress has a negative influence on employee performance which means that every decrease of 1 unit of work stress will affect employee performance by -0.094. The regression coefficient value of X2 of 0.838 indicates that work compensation has a positive influence on employee performance which means that every increase of 1 unit of work compensation will affect employee performance by 0.838. The regression coefficient value of X3 of 0.822 indicates that organizational culture has a positive influence on employee performance which means that every increase of 1 unit of organizational culture will affect employee performance by 0.822.

#### 4.3. t-Test Results

The t-test in this study examined the relationship between work stress, work compensation, and organizational culture on employee performance. The t-table value obtained was 2.003.

**Table 2. t-Test Results**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,026	0,520		3,898	0,000
	Work Stress	-0,094	0,024	-0,158	-3,855	0,000
	Work Compensation	0,838	0,159	0,485	5,278	0,000
	Organizational Culture	0,822	0,155	0,577	5,301	0,000

a. Dependent Variable: Employee Performance

From table 2, the results obtained that for the significant value of work stress (X1) on employee performance (Y) is  $0.000 < 0.05$  and the calculated t value is  $-3.855 > t$  table 2.003 shows H1 is rejected and negatively there is a significant influence of work stress on employee performance and will experience a decrease in employee performance. For the significant results of work compensation (X2) on employee performance (Y) is  $0.000 < 0.05$  and the calculated t value is  $5.278 > t$  table 2.003, indicating H2 is accepted and there is a significant influence of work compensation on employee performance. And the significant results of organizational culture (X3) on employee performance (Y) is  $0.000 < 0.05$  and the calculated t value is  $5.301 > t$  table 2.003 shows H3 is accepted and there is a significant influence of organizational culture on employee performance.

#### 4.4. F Test Results

**Table 3. F Test Results**

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1384,286	3	461,429	1006,031	.000 <sup>b</sup>
	Residual	60,085	131	0,459		
	Sum	1444,370	134			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Work Stress, Work Compensation, Organizational Culture						

After conducting the F test, the F table value was obtained at 2.769, and based on Table 2, the research conducted produced a significant value for the influence of work stress (X1), work compensation (X2), and organizational culture (X3) on employee performance (Y) of  $0.000 < 0.05$  and the calculated F value of  $1006.031 > F$  table 2.769. The results of the study prove that there is a significant influence of work stress, work compensation, and organizational culture on employee performance simultaneously and significantly, H4 is accepted.

#### 4.5. Results of the Determination Coefficient

**Table 4. Results of the Determination Coefficient**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.979 <sup>a</sup>	0,958	0,957	0,67725
a. Predictors: (Constant), Work Stress, Work Compensation, Organizational Culture				
b. Dependent Variable: Employee Performance				

After conducting the R square determination coefficient test, the results obtained were influenced by the R square coefficient value of 0.958 or 95.8%, meaning that the magnitude of the influence of employee performance variables on work stress, work compensation and organizational culture variables, and the remaining 0.042 or 4.2% was influenced by other variables not examined in this study.

#### 4.6. Descriptive Analysis Results

To obtain the trend of respondents' responses to each variable, the average score (index) is categorized into score ranges based on the following three-box method calculation:

- a. Maximum index value:  $4/3 = 1.33$
- b. Minimum index value:  $1/3 = 0.33$

Using the three-box method, the interval value can be calculated by subtracting the maximum value from the minimum value and dividing the result by 3:

$$(4-1)/3 = 3/3 = 1$$

This produces an interval value of 1, which will be used as a list of index value interpretations based on the respondent's assessment score categories, as follows:

**Table 5. Respondent Assessment Score Categories**

Average Score	Criteria
1.00 – 2.00	Low/Poor
2.01 – 3.00	Fair/Moderate
3.01 – 4.00	High/Good

Source: Ferdinand, 2024.

The results of this study examined the effect of work stress on employee performance at PT. Bevananda Mustika in Bekasi, where the workforce is predominantly male, with the majority aged 31 to 45, and most high school graduates. Respondents' analysis of work stress on employee performance revealed a significant negative effect, indicating a decline in employee performance, with some reporting being burdened by tasks and responsibilities at work. Employees felt stressed by their demanding tasks without any feedback, resulting in a decline in employee performance. This research contradicts studies (Larissa et al., 2023), (Anjani & Supartha, 2020), (Naufalia et al., 2022), and (Mardalena et al., 2023), which stated that work stress has a positive effect. The study also found that work compensation influences employee performance. This is because employees are responsible for their work, work honestly, and responsibly, which in turn influences compensation performance. Respondents' analysis of work compensation revealed a significant decrease in employee satisfaction with their salaries. This explains that employees can enjoy additional benefits such as health insurance, annual leave, and other company benefits. Having a company that provides compensation commensurate with employee workload is expected to create a sense of pride in employees, which will improve their performance. This aligns with research conducted by (Waskito & Sari, 2022), and (Budiningasih, 2020).

The study also found that organizational culture has an impact on employee performance. Furthermore, based on respondents' analysis of organizational culture, employees stated that they collaborate with their colleagues in teams and coordinate with each other. This study demonstrates that good cooperation between employees and their superiors, which is already coordinated, must be continuously improved within the company. It is hoped that good teamwork will drive improved company performance and productivity. These results align with previous research by Feri et al. (2020), which found that organizational culture significantly influences employee performance. Furthermore, regarding employee performance, respondents' analysis of employee performance indicated that the company values cooperation among employees. This demonstrates that the company values employees who demonstrate good cooperation in carrying out their work. Collaboration at work significantly impacts both employees and the company. Further research shows that work stress, compensation, and organizational culture collectively influence employee performance. This means that reducing work stress, increasing compensation, and enhancing organizational culture will collectively impact employee outcomes and performance within the company. These findings align with previous research by Kurniati & Rojuaniah (2023), which found that work stress, compensation, and organizational culture collectively significantly influence employee performance.

## V. Conclusion

The conclusion from this study is that high or low work stress significantly impacts employee performance. In addition to work stress, compensation also plays a significant role in employee performance. Employees who receive adequate compensation will support positive employee performance and facilitate the company's achievement of its goals. Beyond work stress and compensation, another factor influencing performance is organizational culture. A supportive and positive organizational culture encourages employee ease and comfort in working, thus maintaining stable performance and easily achieving company set targets.

Limitations and Suggestions: The limitation of this study is the number of respondents, which is 135 people, so it cannot describe all variables related to PT. Bevananda Mustika. Suggestions obtained from this study are that the company should be able to provide more workloads according to working hours to employees, provide a sense of trust and foster good teamwork which will ultimately improve employee results and performance in the company. And for researchers who will conduct research at the company PT. Bevananda Mustika can conduct research from other factors that influence performance such as job satisfaction, trust and loyalty. Managerial Implications: PT. Bevananda Mustika should routinely provide training or learning that can raise and increase employee self-confidence. The purpose of providing training or learning for employees is to encourage self-confidence in employees, which will influence employee behavior and performance at work. Meanwhile, regarding the organizational culture variable with individual considerations, the company should continue to maintain established communication and provide a better work culture and solid teamwork.

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