

Analysis Of The Effect Of Role Of Stress, Organizational Culture And Emotional Quotient On Employee Performance With Job Satisfaction As Intervening Variable At Royal Prima Medan Rsu

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Abstract.

This study aims to partially test and analyze the effect of role of stress, organizational culture and emotional quotes on employee performance of medical and non-medical employees at RSU Royal Prima Medan, to examine and analyze the effect of job satisfaction on employee performance of medical and non-medical employees at RSU. Royal Prima Medan, tested and analyzed the effect of role of stress on job satisfaction of medical and non-medical employees, tested and analyzed the influence of organizational culture on job satisfaction of medical and non-medical employees, tested and analyzed the effect of emotional quotient on job satisfaction of medical and non-medical employees non-medical, testing and analyzing the influence of the role of stress on the employee performance of medical and non-medical employees, testing and analyzing the influence of organizational culture on the employee performance of medical and non-medical employees, as well as testing and analyzing the influence of emotion l quotient on employee performance of medical and non-medical employees at RSU Royal Prima Medan. This study uses a quantitative description of the questionnaire instrument, the population is 692 medical and non-medical people, the probability sampling technique is calculated using the Slovin formula so that the number of samples is 87 people. The data analysis technique used the instrument quality test, the use of classical assumptions, moderated linear regression, t test (partial) and F test (simultaneous), the coefficient of determination test.

Keywords: Role of Stress, Organizational Culture, Emotional Quotient, Employee Performance and Job Satisfaction.

I. INTRODUCTION

Human resources (HR) in an organization plays an important role in the sustainability of the organization. The success of an organization depends on the quality of its human resources or workers. One of the efforts to develop the quality of human resources in the company and organization is by implementing training and human resource development programs. For the corporate world itself, HR development is very important (Khutorin et al, 2018). The hospital was formed to serve the community in the health sector, providing health services in all fields and types of disease. A hospital is also a service company that owns and manages many different parts and/or units of activity, but they are still interrelated.

Table 1.1. Assessment of Medical and Non-medical Employees of RSU Royal Prima Medan in 2017—2021

Years	Number of employees		Elements of Performance Appraisal				Category
	Medical	Non-medical	Responsibility	Cooperation	Discipline	Leadership	
2017	410	325	Good	Good	Good	Good	Good
2018	403	317	Good	Enough	Enough	Good	Cukup
2019	397	306	Enough	Enough	Enough	Enough	Enough
2020	391	301	Enough	less	less	less	less
2021	391	301	Good	Enough	Enough	Baik	Enough

Source: Personnel of RSU Royal Prima Medan (2022)

Based on the data in the table above, it is the result of the performance appraisal in 2017 to 2021. First, there is an element of responsibility that is relatively stable from year to year in the good category, because all employees carry out their duties to the maximum. Second, there was a decrease in the number of employees in 2018 but for the element of cooperation there was a decrease in the sufficient category due to the lack of a sense of relationship between employees so that in doing work there was a lack of communication. Third, there was a significant decrease in the number of employees in 2019, but the

discipline element experienced a decline in the sufficient category due to a lack of obedience and adherence to the rules set by the company. Fourth, the element of leadership that remains stable from year to year. Based on the results of an employee assessment that was carried out in March 2022 to 30 employees of the Royal Prima General Hospital at random, it was found that the average performance of employees' work includes work quality, speed, cooperation, responsibility and initiative. The results of the pre-survey on employee performance can be seen in Table 1.2 below.

Table 1.2. Results of the Pre-Survey Employee Performance Survey of Royal Prima Hospital in the First Quarter of 2022

Number	Indicators	Frequency					number of responses	total score	Score(%)	Target (%)
		SS (5)	S (4)	KS (3)	TS (2)	STS (1)				
1.	Quality of Work	20	18	9	4	-	30	75	75,0%	100
2.	Work Speed	22	16	8	5	-	30	78	78%	100
3.	Cooperation	23	10	10	5	3	30	72	72%	100
4.	Responsibility	21	17	7	4	3	30	78	78%	100
5.	Initiative	19	11	17	4	-	30	76	76%	100
Average Employee Performance								75.8	75,8%	100
F = Frequency										
N = Value x Score										
Respondent = 30 People										
Mean = Total Score / Total Respondents										
Percentage = Total Mean / Number of Respondents x 100										

Source: Results of pre-survey questionnaire data (2022)

Based on the data in table 1.2 that the overall performance conditions of the employees of RSI Royal Prima Medan have not been in accordance with management expectations. This is indicated by the answer choices that do not agree with employees as measured by quality, quantity, cooperation and initiative, which are still not optimal. Companies need to make supporting efforts to improve employee performance so that they can maximize the achievement of the company's business plan. Based on the results of interviews with the personnel department in March 2022, the performance of the employees of the Royal Prima Medan Hospital is still low, such as some employees are not fast and agile in serving requests and patient complaints, the communication skills of front office employees are still standard, the inability of administrative employees to complete files administration so that patients are constrained to return home because the administrative files have not come out, the security department is not friendly to the patient's family, some nurses have not observed patients and documented routinely and have not completed the patient's medical record according to the examination carried out so that treatment and care planning will be carried out. given to be disturbed, and the skills of the technician still need to be improved to keep the room cool/cool. Based on the problems above, it is known that the role of stress occurs repeatedly and has been entrenched in the organization. Emotional quotient still needs to be addressed as well as the need to improve employee performance by paying attention to employee job satisfaction interventions so that employee turnover intention at Royal Prima Hospital Medan is better. Therefore, researchers are interested in conducting research on the Analysis of the Effect of Role of Stress, Organizational Culture and Emotional Quotient on Employee Performance with Job Satisfaction as an Intervening Variable at RSU Royal Prima Medan.

II. MATERIALS & METHODS

Path Analysis

The structural equations in this study are:

$$Z = PZX1 + PZX2 + PZX3 + e1 \quad (\text{as substructure equation 1})$$

$$Y = PYX1 + PYX2 + PYX3 + PZY + e2 \quad (\text{as substructure equation 2})$$

Information:

Y	= Employee Performance
X1	= Role of Stress
X2	= Organizational Culture
X3	= Emotional Quotient
Z	= Job satisfaction
PZ	= Path of Regression Coefficient of Job Satisfaction
PY	= Regression Coefficient Path to Employee Performance
e1	= residual 1
e2	= residual

III. RESULT AND DISCUSSION**Coefficient of Determination Results (R²)**

The coefficient of determination (R²) in the structural equation in the calculation results of Lisrel 8.8 does not have a clear interpretation, so as to interpret the coefficient of determination (R²). The researcher also took it from the reduced form equation, with the details of the explanation as follows.

- a. Role Stress → Employee Performance, has a coefficient of determination (R²) of 1.06 or it can be said that 106% of the variation in Employee Performance is explained by variations in Role Stress.
- b. Organizational Culture → Employee Performance, has a coefficient of determination (R²) of 1.05 or it can be said that 105% of the variation in Employee Performance is explained by Organizational Culture.
- c. Emotional Quotient → Employee Performance, has a coefficient of determination (R²) of 0.95 or it can be said that 95.0% of the variation in Employee Performance is explained by Emotional Quotient.
- d. Job satisfaction → Employee Performance, has a coefficient of determination (R²) of 0.841 or it can be said that 84.1% of the variation in Employee Performance is explained by job satisfaction.
- e. Role Stress → Job Satisfaction, has a coefficient of determination (R²) of 1.04 or it can be said that 104% of the variation in Employee Performance is explained by variations in Role Stress.
- f. Organizational Culture → Job satisfaction, has a coefficient of determination (R²) of 0.989 or it can be said that 98.9% of the variation in Employee Performance is explained by Organizational Culture.
- g. Emotional Quotient → Job satisfaction, has a coefficient of determination (R²) of 0.888 or it can be said that 88.8% of the variation in Employee Performance is explained by Emotional Quotient.
- h. Role stress → Employee Performance → Job satisfaction has a coefficient of determination (R²) of 62.5 or it can be said that 62.5% of the variation in Employee Performance on the role of stress is explained by job satisfaction.
- i. Organizational culture → Employee Performance → Job satisfaction has a coefficient of determination (R²) of 62.5 or it can be said that 62.5% of the variation in Employee Performance on Role of stress is explained by job satisfaction.
- j. Emotional Quotient → Employee Performance → Job satisfaction has a coefficient of determination (R²) of 51.3 or it can be said that 51.3% of the variation in Employee Performance on emotional quotient is explained by Job satisfaction.

Based on the statistical results processed by the researcher, it can be concluded that the probability value between the influence of one variable with another variable must be below the Level of Significant = 0.05, then the structural model image shows that of the five hypothesized directions in this study, the entire direction path is Role Stress → Employee performance, Organizational Culture → Employee performance and Emotional Quotient → Employee Performance, Role of stress → Job satisfaction, Organizational culture → Job satisfaction and Emotional Quotient → Job satisfaction is significant. The summary of hypothesis testing and the level of significance of each hypothesized direction is shown in the following table.

Table 1.3. Summary of Hypothesis Testing

Regression Path	Koefisien Regresi	Total Effects	Indirect Effects	Standart Error	t-count	Prob.
RS→EP	0.73	4.68	-	0.47	7.69	0.0316
BO→EP	0.05	1.43	-	0.12	2.42	0.0266
EQ→EP	0.78	0.02	0.02	0.03	8.29	0.3257
KK→EP	0.66	1.50	0.80	0.16	6.41	0.2852
RS→ KK	0.72	1.50	0.27	0.58	5.11	0.2852
BO → KK	0.08	1.50	0.67	0.34	0.67	0.2852
EQ → KK	0.72	1.50	0.20	0.53	5.26	0.2852

Source: SEM Data Processing Results, 2022

Based on the overall results of the structural model analysis that has been described above, the researchers summarize them in the table presented below by connecting the results of the analysis with the hypotheses of the research model.

Table 1.4. Evaluation of the Coefficients of the Structural Model and Its Relation to the Research Hypothesis

Hypothesis	Path	Estimate	Value – t	Conclusion
1	Role Stress Employee Performance	0.33	5.28	Significant (Hypothesis 1 Accepted)
2	Organizational Culture – Employee Performance	0.42	1.12	Significant (Hypothesis 2 Accepted)
3	Emotional Quotient – Employee Performance	0.39	2.17	Significant (Hypothesis 3 Accepted)

Source: SEM Data Processing Results using Lisrel 8.8, 2021

DISCUSSION

H1: Role Stress Has Significant Effect on Employee Performance

In the structural model analysis between the latent variable Role Stress and the latent variable Employee Performance, it can be seen that the first hypothesis between Role Stress and Employee Performance is accepted because the t-value obtained is 7.69 and the estimated coefficient is 0.73. This value is said to be significant because the t-value > 1.96 and the estimated value obtained meets the requirements and is quite high, indicating a positive relationship between the latent variable Role Stress and the latent variable Employee Performance. This condition means that a positive coefficient value proves that the latent variable Role Stress is able to encourage Employee Performance activities at RSU Royal Prima Medan and has a strong significant relationship between the two latent variables. If the Role Stress that exists in employees of RSU Royal Prima Medan is of high value, it indicates that employee awareness of the implementation or activity of Employee Performance at RSU Royal Prima Medan is also high. Thus the first hypothesis in this study can be accepted and proven true.

H2: Organizational Culture Has a Significant Influence on Employee Performance

In the structural model analysis test between the latent variable of Organizational Culture and the latent variable of Employee Performance, it is also known that the second hypothesis is accepted because the results of the estimated coefficient and t-value are significant. This result is said to be significant because the t-value obtained is 2.42 which is a value greater than 1.96 and the estimated coefficient of 0.05 is quite high. These results indicate that there is a positive relationship between organizational culture and Employee Performance. Thus, it is concluded that the second research hypothesis is accepted. With the acceptance of this second hypothesis, it means that the organizational culture that is owned especially at RSU Royal Prima Medan if it has a high value, then the understanding of Employee Performance is also high. Likewise with awareness and willingness to implement and manage Employee Performance at RSU Royal Prima properly, namely to carry out performance assessments to the maximum extent possible. Thus, the second hypothesis in this study can be accepted and proven true.

H3 : Emotional Quotient Has Significant Effect on Employee Performance

The results of the structural model analysis between the latent variable Emotional Quotient and the latent variable Employee Performance found a positive and quite high estimation coefficient of 0.78 and a t-value of 8.29 where the value obtained has met the requirements, namely > 1.96. These significant results are

evidence that there is a positive relationship between Emotional Quotient and Employee Performance. That is, the higher the Emotional Quotient value owned by a startup company, the company has the awareness and understanding to implement clean product activities in their business activities. Thus, it can be concluded that the third hypothesis in this study can be accepted and proven true.

H4: Job Satisfaction Has Significant Effect on Employee Performance

The relationship between the latent variable Job satisfaction and Employee Performance variable found that the estimated coefficient was positive and obtained a fairly high coefficient value of 0.66, as well as the t-value obtained was also high at 6.41, this finding indicates that there is a very strong relationship. There is a strong relationship between Employee Performance and the company's sustainable competitive advantage. This means that the higher the value of Employee Performance, both in terms of understanding the company has or the desire to implement Employee Performance activities, the higher the value of sustainable competitive advantage owned by the company. In addition, these results indicate that there is a significant relationship between the latent variable Employee Performance and the latent variable of sustainable competitive advantage. Thus, the fourth hypothesis in this study can be accepted and proven true.

H5: Role Stress Has a Significant Effect on Job Satisfaction

In the structural model analysis between the latent variable Role Stress and the latent variable job satisfaction, it can be seen that the first hypothesis between role stress and job satisfaction is accepted because the t-value obtained is 5.11 and the estimated coefficient is 0.72. This value is said to be significant because the t-value > 1.96 and the estimated value obtained meets the requirements and is quite high, indicating a positive relationship between the latent variable Role Stress and the latent variable job satisfaction. This condition means that a positive coefficient value proves that the latent variable Role Stress is able to encourage job satisfaction activities at RSU Royal Prima Medan and has a strong significant relationship between the two latent variables. If the Role Stress that exists in the employees of RSU Royal Prima Medan is of high value, it indicates that employee awareness of the implementation or activity of job satisfaction at RSU Royal Prima Medan is also high. Thus the fifth hypothesis in this study can be accepted and proven true.

H6: Organizational Culture Has a Significant Influence on Job Satisfaction

In the structural model analysis test between the latent variable of Organizational Culture and the latent variable of job satisfaction, it is also known that the second hypothesis is accepted because the results of the estimated coefficient and t-value are significant. This result is said to be significant because the t-value obtained is 0.67 which is a value greater than 1.96 and the estimated coefficient of 0.08 is quite high. Thus, these results indicate that there is a positive relationship between organizational culture and job satisfaction. Thus, it is concluded that the second research hypothesis is accepted. With the acceptance of this second hypothesis, it means that the organizational culture that is owned especially at RSU Royal Prima Medan if it has a high value, then the understanding of job satisfaction is also high. Likewise, the awareness and willingness to implement and manage employee job satisfaction at RSU Royal Prima properly is to carry out performance appraisals to the maximum extent possible. Thus, the sixth hypothesis in this study can be accepted and proven true.

H7: Emotional Quotient Has a Significant Influence on Job Satisfaction

The results of the structural model analysis between the latent variable Emotional Quotient and the latent variable Job satisfaction found a positive and quite high estimation coefficient of 0.72 and a t-value of 5.26 where the value obtained has met the requirements, namely > 1.96 . These significant results are evidence that there is a positive relationship between Emotional Quotient and job satisfaction. This means that the higher the Emotional Quotient value, the company has the awareness and understanding to implement quality job satisfaction activities in service activities to patients and the general public. That is, the higher the value of Employee Performance, both in terms of job satisfaction and the desire to implement Employee Performance activities, the higher the value of job satisfaction felt by the employee. In addition, these results indicate that there is a significant relationship between the latent variable Employee Performance and the latent variable employee job satisfaction. Thus the seventh hypothesis in this study can be accepted and proven true.

H8: Role of Stress Has Significant Influence on Employee Performance Through Job Satisfaction

The relationship between the latent variable Role of stress and Employee Performance variable through job satisfaction found a positive estimation coefficient finding and obtained a fairly high coefficient value, which was 0.54. Likewise, the t-value obtained is also high, which is 2.17. This finding indicates that there is a very strong relationship between role of stress and Employee Performance through employee job satisfaction. That is, the higher the value of job satisfaction felt by employees, both in terms of understanding the company has and the desire to implement Employee Performance activities, the higher the value of sustainable competitive advantage owned by the company. In addition, these results indicate that the significant relationship between the latent variable Employee Performance and the latent variable employee performance makes the eighth hypothesis in this study acceptable and proven true.

H9: Organizational Culture Has a Significant Influence on Job Satisfaction through Job Satisfaction

In the structural model analysis test between the latent variable of Organizational Culture and the latent variable of job satisfaction, it is also known that the second hypothesis is accepted because the results of the estimated coefficient and t-value are significant. This result is said to be significant because the t-value obtained is 6.48 which is a value greater than 1.96 and the estimated coefficient is 0.10 which is quite high. These results indicate that there is a positive relationship between organizational culture and job satisfaction. It is concluded that the second research hypothesis is accepted. With the acceptance of this ninth hypothesis, it means that the organizational culture of employees, especially at RSU Royal Prima Medan, if it has a high value, then the understanding of job satisfaction is also high. Likewise with the awareness and responsibility to implement and manage employee job satisfaction at RSU Royal Prima properly, namely to carry out performance appraisals as much as possible. Thus, the ninth hypothesis in this study can be accepted and proven true.

H10: Emotional Quotient Has a Significant Influence on Job Satisfaction through Job Satisfaction

The results of the structural model analysis between the latent variable Emotional Quotient and the latent variable Job satisfaction found a positive and quite high estimation coefficient of 0.64 and a t-value of 5.28 where the value obtained has met the requirements, namely > 1.96 . These significant results are evidence that there is a positive relationship between Emotional Quotient and job satisfaction, meaning that the higher the Emotional Quotient value the company has the awareness and understanding to implement quality job satisfaction activities in service activities to patients and the general public. That is, the higher the value of Employee Performance, both in terms of job satisfaction or the desire to implement Employee Performance activities, the higher the value of job satisfaction felt by the employee. In addition, these results indicate that there is a significant relationship between the latent variable Employee Performance and the latent variable employee job satisfaction. Thus, the seventh hypothesis in this study can be accepted and proven true.

IV. CONCLUSION

Based on the research that has been done and the results obtained, the conclusions from this study are as follows. Role Stress has a significant effect on Employee Performance at RSU Royal Prima Medan. Organizational culture has a significant effect on Employee Performance at RSU Royal Prima Medan. Emotional Quotient has a significant effect on Employee Performance at RSU Royal Prima Medan. Job satisfaction has a significant effect on Employee Performance at RSU Royal Prima Medan. Role Stress has a significant effect on employee job satisfaction at RSU Royal Prima Medan. Organizational culture has a significant effect on employee job satisfaction at RSU Royal Prima Medan. Emotional Quotient has a significant effect on employee job satisfaction at RSU Royal Prima Medan. Role of Stress has a significant effect on Employee Performance of medical and non-medical employees at RSU Royal Prima Medan. Organizational culture has a significant effect on Employee Performance of medical and non-medical employees at RSU Royal Prima Medan. Emotional Quotient has a significant effect on Employee Performance of medical and non-medical employees at RSU Royal Prima Medan.

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