

The Effect of Work Culture, Work Motivation, and Work Stress on Employee Performance at Royal Prima Hospital Medan

Indah Lestari Simanjuntak¹, Muhammad Agung Anggoro², Wansena Purba³, Brigita Sinabang⁴ Munawarah⁵

^{1,3,4}Faculty of Economics and Business, Universitas Prima Indonesia, Indonesia. ²PUI Human Resource Management Research and Innovation Centre, Universitas Prima Indonesia, Indonesia. ⁵Accounting Study Program, Universitas Sumatera Utara, Indonesia
Email : muhammadagunganggoro@unprimdn.ac.id

This study examines the effect of work culture, work motivation, and work stress on employee performance at Royal Prima Hospital Medan. The background of this study is based on the important role of human resources in supporting the quality of hospital services, particularly among non-medical employees who still face various challenges, such as lack of discipline, work delays, and relatively high work pressure. This study employed a quantitative approach, with data collected through questionnaire distribution. The research population consisted of 150 employees, and the sampling technique used was saturated sampling; therefore, the entire population was included as respondents. Data were analyzed using multiple linear regression with the assistance of statistical software. The results show that, partially, work culture has a positive and significant effect on employee performance, with a significance value of 0.034. Work motivation also has a positive and significant effect, with a significance value of 0.005. Meanwhile, work stress has a positive and significant effect, with a significance value of 0.000, and is identified as the most dominant variable. Simultaneously, the three independent variables have a significant effect on employee performance, as indicated by an F-count value of 84.627 and a significance level of 0.000. The coefficient of determination (R^2) value of 0.635 indicates that 63.5% of the variation in employee performance can be explained by work culture, work motivation, and work stress, while the remaining percentage is influenced by other factors outside this study. Therefore, it can be concluded that these three variables play an important role in improving employee performance at Royal Prima Hospital Medan.

Keywords: Work Culture, Work Motivation, Work Stress, Employee Performance.

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Corresponding Author:

Muhammad Agung Anggoro
PUI Human Resource Management Research and Innovation Centre, Universitas Prima Indonesia, Indonesia
muhammadagunganggoro@unprimdn.ac.id

1. Introduction

Human resources play an important role in supporting organizational success, including in the healthcare service sector. Hospitals, as public service institutions, do not only depend on advanced medical facilities and the competence of healthcare professionals, but also on the quality of performance demonstrated by all employees involved in operational activities (Pattanayak, 2025). Non-medical employees make a significant contribution to supporting administrative efficiency, patient services, work coordination, and the overall effectiveness of hospital service systems (Collings & Mellahi, 2019). Therefore, employee performance is an important aspect that requires attention because it is directly related to service quality, patient satisfaction, and the achievement of organizational goals.

Employee performance reflects an individual's ability to carry out tasks in accordance with responsibilities, work standards, and targets established by the organization (Jatmika & Andarwati, 2018). Good performance can be seen through work quality, timeliness, responsibility, cooperation, and initiative in completing tasks (Saleem et al., 2022). In the hospital environment, employee performance becomes

increasingly important because work activities take place in a dynamic setting that requires speed, accuracy, discipline, and the ability to adapt to various work pressures. If employee performance is not managed properly, it may lead to a decline in service effectiveness and disruption of hospital operational processes (Badru et al., 2024).

The phenomenon observed at Royal Prima Hospital Medan indicates that the performance of non-medical employees still faces several challenges. The problems identified include lack of discipline, delays in completing tasks, suboptimal work coordination, and relatively high work pressure. The shift-based work system and the demand for fast service require employees to work professionally and consistently. This condition indicates that employee performance is not only influenced by individual ability, but also by organizational and psychological factors embedded in the work environment.

Table 1. Preliminary Survey Data on Performance Issues Royal Prima Hospital Medan

No.	Problem Indicator	Number of Respondents Experiencing/Reporting the Issue	Percentage	Phenomenon Description
1	Employees are not always punctual according to the work schedule	18 respondents	60.0%	Indicates that work discipline remains an issue.
2	Work is not always completed within the specified time	17 respondents	56.7%	Indicates delays in task completion.
3	Coordination among employees or between units has not been optimal	16 respondents	53.3%	Indicates the need to improve communication and teamwork.
4	Employees perceive their workload as relatively high	21 respondents	70.0%	Indicates work pressure that may affect employee concentration.
5	The shift-based work system causes fatigue at work	19 respondents	63.3%	Reflects physical and psychological pressure in carrying out work duties.
6	Employees feel that their work motivation is not fully stable	15 respondents	50.0%	Indicates the need for motivational support, appreciation, and work development.
7	Employees feel that service demands must be performed quickly and accurately	23 respondents	76.7%	Indicates that hospital work requires professionalism and consistent performance.

Source: Primary data processed, 2025

Based on Table 1, performance issues among non-medical employees at Royal Prima Hospital Medan can be observed through several aspects, including discipline, timeliness in task completion, work coordination, workload, shift-based work systems, work motivation, and service demands. The highest percentage is found in the demand for fast and accurate service, at 76.7%, followed by relatively high workload at 70.0% and fatigue caused by the shift-based work system at 63.3%. These findings indicate that employee performance is not only influenced by individual ability but is also related to work culture, work motivation, and work stress as factors embedded in the hospital work environment.

One factor that can influence employee performance is work culture. Work culture represents the values, norms, habits, and behaviors that develop within an organization and serve as a guideline for employees in

carrying out their duties. A strong work culture can encourage discipline, responsibility, cooperation, and compliance with organizational rules (Mawardi, 2025). Conversely, a less optimal work culture may lead to low commitment, weak coordination, and a lack of employee awareness in performing tasks according to established work standards. In the hospital environment, a good work culture is highly necessary because every service activity requires order, accuracy, and professionalism (Yolanda et al., 2023).

In addition to work culture, work motivation is also an important factor in improving employee performance. Work motivation refers to the driving force that encourages employees to have enthusiasm, responsibility, and the willingness to complete their work properly (Mawardi, 2025). Employees with high motivation tend to be more disciplined, productive, and proactive in carrying out their duties (Nugroho et al., 2022). Conversely, low motivation may result in decreased work enthusiasm, lack of responsibility, and reduced employee involvement in achieving organizational goals (Renaldi, 2023). In the hospital sector, work motivation is particularly important because employees are required to maintain good service performance despite facing heavy workloads and high work pressure.

Work stress is also a relevant variable in influencing employee performance. Work stress arises when employees experience pressure, excessive workload, limited time, work conflict, or job demands that exceed individual capacity (Azmy et al., 2022). Work stress does not always produce negative effects because, at a certain level, it can encourage employees to be more focused, disciplined, and productive (Price, 2023). However, when stress is not managed properly, work pressure may reduce concentration, affect health, and weaken performance (Gibran & Suryani, 2019). The hospital work environment, which demands speed and accuracy in service delivery, makes work stress an important aspect that management needs to address.

Several previous studies have shown that work culture, work motivation, and work stress influence employee performance (Azmy et al., 2022) (Gibran & Suryani, 2019) (Kartawijaya et al., 2021). Studies on work culture indicate that the implementation of positive work values can improve employee productivity and work quality. Studies on work motivation also show that internal and external encouragement plays an important role in increasing work enthusiasm and responsibility. Meanwhile, studies on work stress have produced varied findings, indicating that work stress may have a positive effect when it remains at a controlled level, but may have a negative effect when work pressure exceeds employee capacity. These differences indicate a research gap that requires further investigation, particularly in the context of hospital employees.

The urgency of this study lies in the importance of improving hospital employee performance as part of efforts to maintain the quality of healthcare services. Hospitals have different work characteristics compared to other organizations because they are directly related to public service, patient safety, administrative speed, and interdepartmental coordination. Non-medical employees play a strategic role in supporting the smooth operation of hospital activities; therefore, issues such as low discipline, declining motivation, and high work pressure need to be examined more deeply. If these factors are not properly managed, employee performance may decline and affect the overall effectiveness of hospital services. Therefore, this study is important in providing empirical insight into the factors that contribute to improving employee performance, particularly through work culture, work motivation, and work stress.

Based on the explanation above, this study examines the effect of work culture, work motivation, and work stress on employee performance at Royal Prima Hospital Medan. This study is important because hospitals require employees who not only possess work competence but are also supported by a positive work culture, strong motivation, and the ability to manage work pressure. The findings are expected to contribute to the development of human resource management studies, particularly in the healthcare service sector.

In addition, the results may serve as input for hospital management in formulating strategies to improve employee performance through the strengthening of work culture, enhancement of motivation, and more effective management of work stress.

2. Method

This study employed a quantitative approach with an associative research design and descriptive-verification characteristics. The study was conducted at Royal Prima Hospital Medan, located at Jl. Ayahanda No. 68A, Medan, from September 2024 to September 2025 (Darwin et al., 2021). The data used consisted of primary and secondary data. Primary data were obtained through questionnaire distribution to employees, while secondary data were collected from books, journals, previous studies, and relevant supporting documents (Sugiyono, 2019). The population of this study consisted of all employees of Royal Prima Hospital Medan, totaling 150 employees. The sampling technique used was saturated sampling; therefore, the entire population was included as research respondents. The independent variables in this study were work culture, work motivation, and work stress, while the dependent variable was employee performance. The research instrument was measured using a 1–5 Likert scale (Hasibuan, 2019). Data analysis was conducted through data quality tests consisting of validity and reliability tests, classical assumption tests including normality, multicollinearity, and heteroscedasticity tests, as well as hypothesis testing using multiple linear regression analysis, coefficient of determination, F-test, and t-test.

3. Results And Discussion

Result

Table 2. Respondent Characteristics

Characteristics	Category	Frequency	Percentage
Gender	Male	55	36.7%
	Female	95	63.3%
	Total	150	100%
Length of Service	< 1 year	46	30.7%
	1–3 years	67	44.7%
	4–6 years	28	18.7%
	> 6 years	9	6.0%
	Total	150	100%
Educational Background	Senior High School/Vocational High School	48	32.0%
	Diploma	43	28.7%
	Bachelor’s Degree	57	38.0%
	Master’s/Doctoral Degree	2	1.3%
	Total	150	100%
Age	< 20 years	4	2.7%
	20–30 years	118	78.7%
	31–40 years	27	18.0%
	> 41 years	1	0.7%
	Total	150	100%

Source: Primary data processed, 2025

Based on Table 1, the respondents in this study consisted of 150 employees of Royal Prima Hospital Medan. In terms of gender, the majority of respondents were female, with 95 employees or 63.3%, while male

respondents accounted for 55 employees or 36.7%. This indicates that female respondents were more dominant in this study.

Based on length of service, most respondents were in the 1–3 years category, with 67 employees or 44.7%. This was followed by respondents with less than one year of service, totaling 46 employees or 30.7%; those with 4–6 years of service, totaling 28 employees or 18.7%; and those with more than six years of service, totaling 9 employees or 6.0%. These findings indicate that most respondents had relatively new to moderate work experience, suggesting that their professional experience was still in a developing stage.

In terms of educational background, the respondents were dominated by Bachelor’s degree graduates, totaling 57 employees or 38.0%. This was followed by Senior High School/Vocational High School graduates with 48 employees or 32.0%, Diploma graduates with 43 employees or 28.7%, and Master’s/Doctoral degree graduates with 2 employees or 1.3%. This indicates that most respondents had an adequate level of education, enabling them to understand the statements presented in the research questionnaire.

Based on age, the majority of respondents were in the 20–30 years age group, totaling 118 employees or 78.7%. Respondents aged 31–40 years accounted for 27 employees or 18.0%, those under 20 years old accounted for 4 employees or 2.7%, and those over 41 years old accounted for 1 employee or 0.7%. These data indicate that most respondents were in the productive age group, suggesting that they possessed strong work potential, energy, and adaptability in supporting task implementation within the hospital environment.

Table 3. Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Standard Deviation
Work Culture	30	18	30	24.90	3.595
Work Motivation	30	18	30	25.50	3.288
Work Stress	30	18	30	22.57	3.339
Employee Performance	30	18	30	23.33	3.447
Valid N (listwise)	30				

Based on the analysis of 30 respondents, all variables had a minimum value of 18 and a maximum value of 30. The mean score for work culture was 24.90, work motivation was 25.50, work stress was 22.57, and employee performance was 23.33, with standard deviation values indicating a moderate level of data variation. In general, work culture and work motivation were categorized as relatively high, work stress was categorized as moderate, and employee performance was considered fairly good. The total data used in the analysis consisted of 30 respondents and were declared valid, with no data eliminated.

Validity Test

To determine whether the statements presented to the respondents were valid or not, a validity test was required.

Table 4. Validity Test

Variable	Average Calculated r-value	Average r-table Value	Average Sig. (2-tailed)	Description
Work Culture (X1)	0.819	0.361	0.000	Valid
Work Motivation (X2)	0.785	0.361	0.000	Valid
Work Stress (X3)	0.711	0.361	0.000	Valid
Employee Performance (Y)	0.780	0.361	0.000	Valid

Based on the results of the Pearson correlation test, all variables X1, X2, and X3 were found to have a positive and significant relationship with variable Y. Variable X3 showed the strongest relationship, with a correlation value of 0.738, followed by X1 with a value of 0.604 and X2 with a value of 0.542. In addition, all statement items for each variable were declared valid because they had significant correlation values (Sig. < 0.05) and correlation coefficients greater than the r-table value.

Table 5. Reliability Test

Variable	Cronbach's Alpha
Work Culture (X1)	0.899
Work Motivation (X2)	0.875
Work Stress (X3)	0.807
Employee Performance (Y)	0.871

Based on the table above, the reliability test was conducted using the Cronbach's Alpha method with a minimum threshold of 0.70. The results show that the Work Culture variable obtained a value of 0.899, indicating a very good level of reliability; Work Motivation obtained a value of 0.875, indicating good reliability; Work Stress obtained a value of 0.807, indicating good reliability; and Employee Performance obtained a value of 0.871, also indicating good reliability. Therefore, all variables have Cronbach's Alpha values above 0.70, which means that the research instruments are reliable and suitable for use.

Normality Test

The normality test in this study was conducted using two methods, namely graphical and statistical methods. The results of the normality test can be seen in the histogram and normal probability plot presented below.

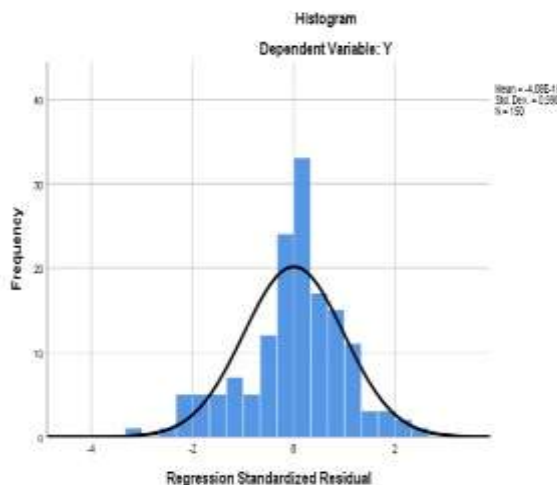


Figure 1: Normality Test

Based on Figure above the standardized residuals form a pattern resembling a bell-shaped curve, with a relatively symmetrical distribution. This indicates that the data tend to be normally distributed.

Table 5. Multicollinearity test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	,841	1,628		,517	,606		
Work Culture (X1)	,199	,093	,172	2,137	,034	,385	2,596

Work Motivation (X2)	,275	,096	,232	2,857	,005	,379	2,642
Work Stress (X3)	,481	,060	,505	7,998	,000	,627	1,594

The multicollinearity test was conducted to determine whether there was a relationship among the independent variables in the regression model. Based on the test results, variable X1 had a Tolerance value of 0.385 and a VIF value of 2.596, variable X2 had a Tolerance value of 0.379 and a VIF value of 2.642, and variable X3 had a Tolerance value of 0.627 and a VIF value of 1.594. All variables showed Tolerance values greater than 0.10 and VIF values lower than 10. These results indicate that there was no multicollinearity problem in the regression model.

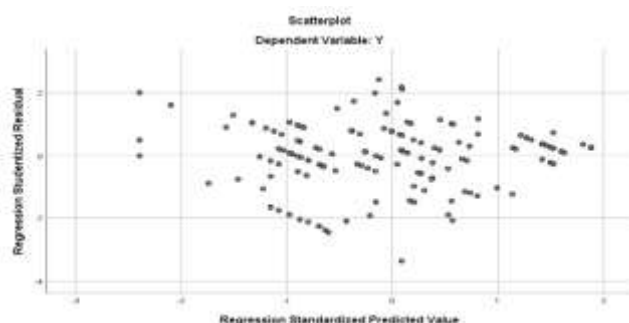


Figure 1: Heteroscedasticity Test

In Figure above the points appear to be randomly scattered without forming a clear pattern. This indicates that there is no indication of heteroscedasticity in the regression model.

Multiple Linear Regression Test

Table 6: Multiple Linear Regression Test

Model	Unstandardized Coefficients		Standardize d	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	,841	1,628		,517	,606
Work Culture (X1)	,199	,093	,172	2,137	,034
Work Motivation (X2)	,275	,096	,232	2,857	,005
Work Stress (X3)	,481	,060	,505	7,998	,000

Based on the results of the multiple linear regression analysis, the constant value was 0.841, indicating that when X1, X2, and X3 are equal to zero, the value of Y is 0.841. Variable X1 had a coefficient of 0.199 with a significance value of 0.034 (< 0.05), indicating a positive and significant effect on Y. This means that every one-unit increase in X1 will increase Y by 0.199. Variable X2 had a coefficient of 0.275 with a significance value of 0.005 (< 0.05), which also indicates a positive and significant effect on Y. Thus, every increase in X2 will increase Y by 0.275. Variable X3 had the largest coefficient, namely 0.481, with a significance value of 0.000 (< 0.05), indicating a positive and highly significant effect on Y. This means that an increase in X3 will increase Y by 0.481. In addition, the beta value of X3, which was 0.505, indicates that this variable was the most dominant. Overall, X1, X2, and X3 had a positive and significant effect on Y.

Partial test (t Test)

Table 7: Partial Test Result

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	,841	1,628		,517	,606
Work Culture (X1)	,199	,093	,172	2,137	,034
Work Motivation (X2)	,275	,096	,232	2,857	,005
Work Stress (X3)	,481	,060	,505	7,998	,000

Based on the results presented in Table above the calculated t-value was obtained for each independent variable. The t-table value at a significance level of 0.05, with degrees of freedom ($df = 150 - 3 - 1 = 146$), was 1.976. For the effect of Work Culture (X1) on Employee Performance (Y), the calculated t-value was 2.137 with a significance level of 0.034. Since the calculated t-value (2.137) was greater than the t-table value (1.976), and the significance value was less than 0.05, H_0 was rejected and H_1 was accepted. Thus, work culture has a positive and significant effect on employee performance. For the effect of Work Motivation (X2) on Employee Performance (Y), the calculated t-value was 2.857 with a significance level of 0.005. Since the calculated t-value (2.857) was greater than the t-table value (1.976), and the significance value was less than 0.05, H_0 was rejected and H_1 was accepted. Therefore, work motivation has a positive and significant effect on employee performance. Furthermore, for the effect of Work Stress (X3) on Employee Performance (Y), the calculated t-value was 7.998 with a significance level of 0.000. Since the calculated t-value (7.998) was greater than the t-table value (1.976), and the significance value was less than 0.05, H_0 was rejected and H_1 was accepted. Accordingly, work stress has a positive and significant effect on employee performance.

Coefficient of Determination Test

Table 8. Coefficient of Determination Test result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,797 ^a	,635	,627	2,054

Based on Table above the correlation coefficient (R) value was 0.797. This indicates that the relationship between the independent variables (X1, X2, and X3) and the dependent variable (Y) was strong. The R Square value of 0.635 shows that 63.5% of the variation in variable Y can be explained by variables X1, X2, and X3. Meanwhile, the remaining 36.5% was influenced by other factors outside the research model. The Adjusted R Square value of 0.627 indicates that, after adjustment, the ability of the independent variables to explain the dependent variable remained at 62.7%. Furthermore, the Standard Error of the Estimate value of 2.054 indicates the level of prediction error in the model, where a smaller value reflects a better ability of the model to predict variable Y.

F Test

Table 9. F Test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1071,228	3	357,076	84,627	,000 ^b
Residual	616,032	146	4,219		
Total	1687,260	149			

Based on above the calculated F value was 84.627 with a significance level of 0.000. The F-table value at a significance level of 0.05, with $df_1 = 3$ and $df_2 = 146$, was 2.67. Since the calculated F value (84.627) was greater than the F-table value (2.67), and the significance value was less than 0.05, it can be concluded

that H_0 was rejected and H_1 was accepted. This indicates that the independent variables, namely work culture (X1), work motivation (X2), and work stress (X3), simultaneously had a significant effect on the dependent variable, namely employee performance (Y). Therefore, the regression model used in this study was considered feasible and fit for further analysis.

Discussion

The Effect of Work Culture on Employee Performance at Royal Prima Hospital Medan

The results of the first hypothesis testing using the t-test show that the work culture variable (X1) obtained a t-value of 2.137 with a significance level of 0.034 (< 0.05). This result indicates that work culture has a positive and significant effect on employee performance (Y), so the first hypothesis (H_1) is accepted. This means that the better the work culture implemented in the organization, the higher the employee performance will be. Work culture becomes an important factor because it is directly related to employee work behavior in the hospital environment (Wahyudi et al., 2026). Employees are required to demonstrate discipline, responsibility, and the ability to cooperate in providing services to patients. The dynamic hospital work environment, which demands accuracy and speed in service delivery, makes work culture an important foundation in shaping optimal employee performance (Iskamto, 2023).

Theoretically, work culture reflects the values, norms, and habits that develop within an organization and influence employee attitudes and behavior (Pattanayak, 2025). A good work culture creates a conducive work atmosphere, allowing employees to work more effectively and efficiently. The findings of this study are in line with (Rojak et al., 2024)(Setrojoyo et al., 2024)(Pranitasari, 2022) who stated that work culture has a significant effect on employee performance. Based on these findings, work culture has an important contribution to supporting performance achievement. In the hospital context, a good work culture encourages employees to work professionally, in a disciplined manner, and in accordance with service standards.

The managerial implication of this finding is that the management of Royal Prima Hospital Medan needs to strengthen work culture through the consistent implementation of work rules, discipline development, and the reinforcement of responsibility and teamwork values among employees. Management also needs to provide examples of positive work behavior through unit leaders, as work culture will be more easily established when supported by leadership role models. In addition, regular evaluations of discipline, interdepartmental communication, and compliance with standard operating procedures need to be carried out so that the work culture developed truly supports the improvement of employee performance.

The Effect of Work Motivation on Employee Performance at Royal Prima Hospital Medan

The results of hypothesis testing show that the work motivation variable (X2) obtained a t-value of 2.857 with a significance level of 0.005 (< 0.05). This indicates that work motivation has a positive and significant effect on employee performance (Y), so the second hypothesis (H_2) is accepted. This means that the higher the employees' work motivation, the better the performance produced. Work motivation is an important factor because hospital employees are required to work quickly, accurately, and professionally in providing services to patients. The high demands of work make motivation a key driving force that enables employees to remain consistent in carrying out their duties.

Theoretically, work motivation is a driving force, both internal and external, that influences individual behavior at work (Sinambela, 2021). High motivation can increase enthusiasm, perseverance, responsibility, and the desire to achieve optimal work results. The findings of this study are in line with (Novriansya et al., 2022)(Hartawan et al., 2024) explained that work motivation has a significant effect on employee performance. (Farhan & Indriyaningrum, 2023) found that work motivation is an important factor in

improving employee performance. Based on these findings, work motivation has a substantial contribution to performance improvement. Employees with high motivation tend to be more disciplined, responsible, and proactive at work, which ultimately contributes to improving the quality of service provided to patients.

The managerial implication of this finding is that hospital management needs to improve employee work motivation through appreciation, performance recognition, career development opportunities, and training relevant to job needs. Constructive feedback from supervisors is also important so that employees feel valued and have clear work direction.

The Effect of Work Stress on Employee Performance at Royal Prima Hospital Medan

The results of hypothesis testing show that the work stress variable (X3) obtained a t-value of 7.998 with a significance level of 0.000 (< 0.05). This indicates that work stress has a positive and significant effect on employee performance (Y), so the third hypothesis (H3) is accepted. Based on the positive coefficient value, work stress within a certain limit can improve employee performance. Hospital employees face relatively high work pressure, such as workload, demands for fast and accurate service, and responsibility toward patients. These conditions can cause work stress; however, when properly managed, stress can become a driving force that helps employees work more focused, disciplined, and productively.

Theoretically, work stress is a condition of tension that affects a person's emotions, mindset, and physical condition (Ajeng et al., 2024). Stress does not always have a negative impact because, at a certain level, it can increase alertness, enthusiasm, and work productivity. The findings of this study are in line with (Rasool et al., 2021) stated that work stress has a significant effect on performance. (Tuju et al., 2023) showed that controlled work stress can increase employee productivity. Based on these findings, work stress needs to be managed properly so that it does not turn into harmful pressure. In the hospital environment, high work pressure is difficult to avoid, but it can be directed into positive encouragement when employees receive adequate work support.

The managerial implication of this finding is that the management of Royal Prima Hospital Medan needs to manage employee work stress in a more structured manner through balanced workload distribution, more humane shift scheduling, and the provision of psychological support and open work communication. Management also needs to ensure that work pressure does not exceed employee capacity, as excessive stress can reduce concentration, health, and service quality.

The Simultaneous Effect of Work Culture, Work Motivation, and Work Stress on Employee Performance

Based on the F-test results, the calculated F value was 84.627 with a significance level of 0.000. This value was greater than the F-table value of 2.67, and the significance value was lower than 0.05. Therefore, it can be concluded that work culture, work motivation, and work stress simultaneously have a positive and significant effect on employee performance at Royal Prima Hospital Medan. This finding indicates that the improvement of employee performance is not determined by a single factor, but by the combination of a positive work culture, high work motivation, and work stress that remains at a controlled level. Work culture plays a role in shaping discipline, responsibility, and compliance with work standards. Work motivation encourages employees to work with greater enthusiasm, productivity, and initiative. Meanwhile, well-managed work stress can serve as a driving force for employees to become more focused and disciplined in completing their tasks. This finding implies that hospital management needs to consider these three factors in an integrated manner through the strengthening of organizational culture, the provision of appreciation and career development opportunities, and the management of workload and shift systems in a more balanced way. Thus, employee performance can be improved continuously and support the quality of hospital services.

4. Conclusion

This study concludes that work culture, work motivation, and work stress have a positive and significant effect on employee performance at Royal Prima Hospital Medan, both partially and simultaneously. Work stress is the most dominant variable, indicating that controlled work pressure can encourage employees to work more focused, disciplined, and productive. The R Square value of 0.635 shows that 63.5% of employee performance can be explained by these three variables, while the remaining 36.5% is influenced by other factors outside this study. Therefore, hospital management needs to strengthen a positive work culture, improve employee motivation, and manage work stress effectively to support better employee performance and service quality.

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