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The effect of stress and organizational culture on job satisfaction

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ABSTRACT

Workplace stress has become an inevitable phenomenon in modern organizations. As task complexity, competition, and performance expectations increase, many workers experience prolonged stress. This phenomenon significantly impacts employees' mental and physical health, reduces their concentration, and increases the risk of burnout. Organizational culture can be likened to the philosophy, ideology, values, beliefs, and norms that bind an organization. An organizational culture that has been internalized and accepted by each member can impact employee job satisfaction in the company. This systematic literature review is compiled based on the Preferred Reporting Items for Systematic Review and Meta Analysis (PRISMA) from research related to the influence of stress and organizational culture on job satisfaction. Job stress significantly and negatively affects job satisfaction and organizational commitment. The higher the level of stress, the lower the individual's positive evaluation of the work environment, relationships between colleagues, and the rewards they receive. A positive organizational culture increases job satisfaction, strengthens relationships between employees, and encourages the creation of a harmonious work atmosphere. Conversely, a weak or poor organizational culture can decrease employees' job satisfaction.

Keywords: job satisfaction; organizational culture; stress

1. INTRODUCTION

Workplace stress has become an inevitable phenomenon in modern organizations. As task complexity, competition, and performance expectations increase, many workers experience prolonged stress (Lustono, 2014). This phenomenon significantly impacts employees' mental and physical health, reducing concentration and increasing the risk of burnout. This condition forces individuals to continuously balance various, often conflicting, role demands, such as work responsibilities and personal needs (Kasaga & Athoillah, 2025). Accumulated workloads that are not properly managed can lead to chronic stress, negatively impacting employee well-being (Lingga & Pasaribu, 2025). This condition can reduce work motivation, hinder performance, and increase absenteeism and employee turnover rates within an organization. In this context, employee mental health has become a strategic issue that determines the overall effectiveness of an organization (Fadillah, 2024). High work pressure is consistently correlated with decreased job satisfaction, increased intention to resign, and decreased commitment to the organization (Yantomi, 2024). This poses a serious challenge for organizations because it can disrupt workforce stability and reduce overall performance. Therefore, understanding how stress affects employee satisfaction is crucial for creating a sustainable and productive work environment (Nazwa et al., 2024).

Job stress that is not effectively managed can damage important dimensions of job satisfaction, such as a sense of accomplishment, interpersonal relationships, and perceptions of organizational fairness (Bagus, 2019). Prolonged stress not only reduces intrinsic motivation but also disrupts the relationship between the individual and the organization, creating tension that leads to decreased loyalty and increased absenteeism (Syarifah, 2020). Stress is generally viewed as a negative condition because it arises from pressure from superiors and competition in the work environment. This can occur because stress at a certain level can trigger employees to create innovative ideas to solve problems and work, making stress a constructive state (Ridho et al., 2018).

Social change and technological advances have also exacerbated psychological stress in the modern workplace. The availability of digital technology that facilitates communication often lengthens working hours and blurs the boundaries between personal and professional life. Stress management in the digital age depends not only on organizational policies but also on the ability of individuals and teams to establish healthy boundaries in technology use and design more humane work routines (Azizah & Athoillah, 2025). Efforts to reduce the impact of stress on job satisfaction must be holistic, encompassing interventions at the individual, team, and organizational levels. Positive psychology-based interventions, such as employee well-being programs, emotional intelligence training, and the implementation of transformative leadership styles, have been shown to increase employee resilience to work pressure (Rahman & Tiorida, 2016). Understanding the dynamics of stress and work motivation allows organizations to develop policies that are more responsive to employees' psychological needs. By understanding the relationship between stress and motivation, companies can identify sources of pressure that have the potential to reduce performance and find ways to boost work morale. These efforts also help create more targeted intervention strategies, such as mental wellness programs, flexible working hours, and stress management training. Consequently, employees will feel more supported and will be able to contribute optimally to achieving organizational goals. Therefore, a multidimensional approach that considers personal, social, and structural factors is essential for building a healthy and sustainable work environment (Tuffahati et al., 2025).

Organizational culture can be likened to a philosophy, ideology, values, beliefs, and norms that serve as the binding principles within an organization. The stronger the organizational culture, the more it shapes the values and norms of its members in carrying out their actions. Generally, organizational culture is fostered and determined by the organization's leaders, who have mutually agreed upon it with

all members. An organizational culture that is internalized and accepted by each member can impact employee job satisfaction (Mulyandi, 2021).

Job satisfaction is crucial in creating a positive environment within an organization, thereby promoting optimal employee performance. Job satisfaction is the feeling experienced by workers when carrying out their duties, which can be enjoyable or unpleasant. Job satisfaction is reflected in the performance of each employee. Good performance indicates that employees are satisfied with their work (Harahap & Nasution, 2023). Job satisfaction is inseparable from the circumstances that accompany a person, one of which is stress. Job stress can be divided into two types: internal and external, where one of the external causes of stress is the workload felt by the individual (Cahyono et al., 2016). This is interesting in this study, which was reviewed from the research object conducted. Based on the phenomenon and the results of previous research, the title of this study is “The effect of stress and organizational culture on job satisfaction”.

2. LITERATURE REVIEW

2.1. Stres

Stress is an adaptive response linked by individual characteristics and/or psychological processes directly to external actions, situations, or events that place specific physical and psychological demands on the individual (Hanim, 2016). The causes of work stress include excessive work pressure to meet deadlines, overtime and holidays, job changes, harassment, and being denied promotions (Mawaranti & Prasetyo, 2018). Stress encompasses not only socioeconomic stress but also occupational stress. Excessive workloads and unfavorable working conditions can cause workplace stress. It is undeniable that work stress affects all workers (Silalahi, 2022). To a certain extent, stress can be a driving force for personal development. However, stress can also have detrimental effects on a person's life if the stress level exceeds what the individual can handle (Haryanto & Rahardjo, 2019).

Work stress has five indicators: (1) Conflict, which is a difference of opinion between two or more members of an organization or group; (2) Communication, which is the process of transferring information from one person to another within an organization; (3) Working hours, which is the time spent on work, measured by respondents' perceptions of excessive work hours; (4) Leadership attitudes, which are measured by respondents' perceptions of unfair leadership behavior in assigning tasks; (5) Workload, which is perceived as being beyond the employee's ability to perform the work, as measured by company targets (Tristianingsih & Hidayat, 2022).

2.2. Organizational Culture

Organizational culture is an invisible social force that can motivate people within an organization to carry out work activities. Unconsciously, each person within an organization learns the prevailing culture within their organization. Organizational culture demonstrates how individuals can use organizational culture as a management tool to achieve efficiency, effectiveness, work ethic, and productivity (Saripuddin, 2015). A poor organizational culture will impact job satisfaction levels and employee productivity, ultimately triggering a decline in company efficiency and effectiveness. Organizational culture is the initial process in the formation of individual values and shared beliefs in employee behavior (Tiomantara & Adiputra, 2021).

Organizational culture not only influences how individuals work and interact, but also shapes expectations, boundaries, and perceptions of stress. Organizations with a work culture that values work-life balance and recognizes individual contributions tend to reduce levels of emotional strain among

employees (Pattipawae, 2011). A work environment that upholds the values of inclusivity, empathy, and mutual respect contributes to fostering a sense of psychological safety, which is a crucial factor in maintaining employee mental health. A poor physical environment can exacerbate work stress and significantly reduce individual performance. In this context, attention to ergonomic workplace design, access to break rooms, and flexible working hours are integral to a modern organizational culture focused on employee well-being (Manihuruk & Tirtayasa, 2020). Organizations that proactively manage their work culture by addressing physical aspects are able to create a work climate that is not only productive but also mentally healthy. Therefore, developing a supportive organizational culture and work environment is a long-term strategic investment in increasing job satisfaction and preventing the accumulation of stress in the workplace (Windari & Rini, 2024).

2.3. Job Satisfaction

Job satisfaction is a positive feeling resulting from an individual's evaluation of their job, encompassing emotional, affective, and cognitive dimensions. This satisfaction can arise when an individual's expectations for their job align with the reality they experience in the work environment. In this approach, aspects such as salary, development opportunities, interpersonal relationships, and recognition are important elements of job satisfaction. Job satisfaction results from an individual's perception of the extent to which their work fulfills their important values (Tarjo, 2019). When there is a mismatch between what is expected and what is received, an individual will experience job dissatisfaction. How psychosocial stress in the workplace, including excessive workload and lack of managerial support, can interfere with the achievement of work values, significantly reducing satisfaction levels (Yasin & Suharyat, 2024).

Job satisfaction is a condition that company leaders must pay attention to. Job satisfaction is closely related to employee performance. An employee who is satisfied with their job will be motivated to work. If job satisfaction is not maintained, it will likely lead to a high employee turnover rate (Silalahi, 2022). Several factors influencing job satisfaction include compensation, promotions, superior behavior toward employees, and organizational factors such as the relationship between employees and their jobs, superiors, the work environment, training, motivation, and attention to employees (Mawaranti & Prasetyo, 2018). An employee with a high level of job satisfaction will have a positive attitude toward their work. High job satisfaction is a sign of well-managed organizations and the result of effective behavioral management (Haryanto & Rahardjo 2019).

3. METHOD

This systematic literature review is compiled based on the Preferred Reporting Items for Systematic Review and Meta-Analysis (PRISMA) of research related to the influence of stress and organizational culture on job satisfaction. Data collection used the Population, Intervention, Comparison, and Outcome (PICO) method. The data collection method for this literature review uses two accesses, namely Google Scholar at <https://scholar.google.com/> and Garba Rujukan Digital (GARUDA) at <https://garuda.ristekbrin.go.id/> (Tamimi, et al., 2022). See Figure 1 for detail.

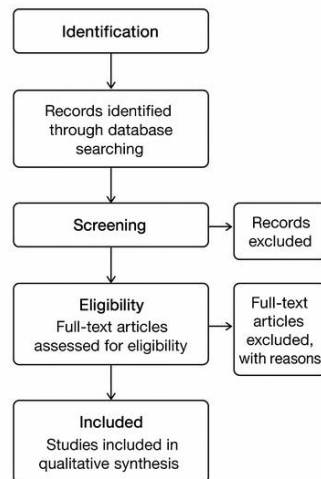


Figure 1. The method illustration that used in this study

4. RESULT AND DISCUSSION

4.1. The Relationship Between Stress and Job Satisfaction

If a person experiences high levels of work stress, their job satisfaction will be low. Conversely, if a person experiences low levels of work stress, their job satisfaction will increase (Hapsari, 2020). The relationship between work stress and job satisfaction at the Head Office of PT. Pos Indonesia (PERSERO) Bandung is quite strong or moderate. Where work stress has an influence on job satisfaction of 34.3%, and the remaining 65.7% is influenced by factors from outside the work stress variable (Peni, 2011). Employee work stress at the Telkom Witel North Jakarta company is categorized as low. This result can be seen from the results of respondents' responses regarding employee work stress towards their work. However, the Telkom Witel North Jakarta company still needs to manage employee work stress well to avoid obstacles in the work carried out by employees and impact other things (Steven & Prasetio, 2020). Work stress has a negative and significant effect on job satisfaction. This shows that higher work stress means it can decrease job satisfaction (Harrisma & Witjaksono, 2013).

Job stress is negatively related to employee job satisfaction in the sales force of UD Surya Raditya Negara. This finding is in accordance with Dewi et al (2018) who revealed that there is a strong negative relationship between feelings of stress and employee job satisfaction in achieving performance in the employees themselves. The results of this study have answered the research problem significantly which produces a basic process to improve job satisfaction of medical representatives of PT. Gracia Pharmindo Pharmaceutical Industries North Sumatra Branch, can be done by managing job stress, so that job stress can have a positive influence on job satisfaction of medical representatives, the source of stress originating from the organization must be controlled (Nasution, 2017). The results of the study indicate that there is a significant negative relationship between job stress and job satisfaction. This means that the higher the level of job stress experienced by employees, the lower their job satisfaction will be. Conversely, if the level of job stress is low, employee job satisfaction will increase. Furthermore, it is also known that the effective contribution of work stress to job satisfaction is 46.5% (Sholikin, 2011). If work stress is reduced, job satisfaction will increase. The results of the t-test value of the work stress variable also show a negative and significant effect on job satisfaction among Bank Mandiri Padang Branch employees (Ridho et al., 2018). Job stress has a negative and significant effect on job satisfaction. This means that the higher the

stress level among civil servants at the Denpasar City Regional Revenue Agency, the lower the level of job satisfaction experienced by employees (Jatiningsih & Nugroho, 2025).

Job stress does not significantly affect job satisfaction experienced by medical representatives in Kudus City. There are many factors that can influence a person's job satisfaction. Based on the results of initial interviews, it was found that one of the reasons for feeling comfortable with their current job is that although it is difficult, they really hope to receive incentives to supplement their family needs (Dhania, 2010). Job stress has a negative and insignificant effect on job satisfaction, so it can be concluded that the high level of job stress experienced by employees does not affect job satisfaction. This can occur because with stress, employees are increasingly motivated to provide all their abilities and resources, so they can meet work requirements and needs (Ariansy & Kurnia, 2022). Job stress affects increasing job satisfaction at PT. PLN (Persero) UIP3BS UPT Medan, meaning that if job stress increases, job satisfaction will decrease (Manda, 2020). A significant value indicates an influence between work stress and job satisfaction. Therefore, if employee work stress can be managed well, employees will feel more satisfied at work (Farisi & Pane, 2020). The inner model results from the total effect estimation have shown an influence between work stress and job satisfaction, as indicated by the estimated coefficient value of -0.51 with a T-statistic value of 4.64. These results indicate a negative and significant influence between the work stress variable and the job satisfaction variable (Harrisma & Witjaksono, 2013).

4.2. The Influence of Organizational Culture on Job Satisfaction

Organizational culture has a significant influence on employee job satisfaction at PT Posmi Steel Indonesia. This means that if the organizational culture in a company can be implemented well, the job satisfaction felt by most employees will increase (Baribin & Saputri, 2020). A good organizational culture, the greater the values that can be accepted by employees, the stronger the organizational culture, so that its influence on employee behavior is more visible. A strong culture is determined by equity (shared) and identity (intensity) (Nofitasari, 2021). Organizational culture has a positive and significant influence on employee job satisfaction at PT Pengembangan Pariwisata Indonesia (ITDC). The better the organizational culture at PT Pengembangan Pariwisata Indonesia (ITDC), the higher the job satisfaction felt by employees. Conversely, the worse the organizational culture at PT Pengembangan Pariwisata Indonesia (ITDC), the lower the job satisfaction felt by employees (Suparta & Ardana, 2019). Descriptive statistics data show that the mean score for the organizational culture variable is 3.55, which is in the high category, and the mean score for the job satisfaction variable is 3.13. These data support that a strong organizational culture will result in higher job satisfaction, and vice versa (Tumbelaka et al., 2016). Organizational culture has a significant effect on job satisfaction. The results of the parameter estimation of the organizational culture variable on job satisfaction based on its indicators show significant results with a CR value of 4.032 (Noor, 2012). Organizational culture has a strong, positive, and significant relationship with job satisfaction. This is supported by one of the indicators of organizational culture that contributes the most, namely I provide input/ideas to improve the quality of the company. This statement is based on the reason that in working, an employee certainly has a desire to develop the company's name by actively participating in providing input/ideas (Tiomantara & Adiputra, 2021).

Organizational culture has a positive and significant influence on job satisfaction at RSIA ERIA Bunda Pekanbaru. This means that the better the organizational culture at RSIA ERIA Bunda Pekanbaru, the higher the level of nurse job satisfaction. Conversely, a poor organizational culture will lead to a decrease in job satisfaction (Kalsum, et al., 2022). Organizational culture has a significant positive effect on job satisfaction. This means that organizational culture influences employee job satisfaction at PT. Air Manado (Sasuwe et al., 2018). Organizational culture has a positive and significant effect on job

satisfaction, meaning that the higher the organizational culture, the higher the employee job satisfaction. The application of organizational culture in hospitals where satisfaction with coworkers is expressed by the employee's willingness to cooperate with employees in other departments in providing good medical services, where in the willingness of other employees with coworkers for relationships between other employees, both those with the same or different types of work, therefore supportive coworkers can get more than just money and tangible achievements from work (Kartika et al., 2013). Organizational culture directly impacts employee performance at PT. Perkebunan Nusantara IV (Persero) Dolok Sinumbah (Nurhasanah et al., 2022).

5. CONCLUSION

Based on various research findings, it can be concluded that work stress has a negative relationship with employee job satisfaction. This means that the higher the level of work stress experienced, the lower the perceived job satisfaction. This finding is consistent across various companies and institutions, including state-owned enterprises (BUMN), private companies, and government agencies, although the strength of the relationship and the contribution of work stress to job satisfaction vary. Some studies even show that work stress contributes significantly to low employee job satisfaction.

The stronger the organizational culture, the greater its impact on employee behavior, motivation, and sense of belonging to the company. A good organizational culture is characterized by shared values, a clear identity, and active employee participation in providing ideas and input for company development. Under these conditions, employees tend to feel valued and motivated, thus increasing job satisfaction. A positive organizational culture not only increases job satisfaction but also strengthens relationships between employees and fosters a harmonious work environment. Conversely, a weak or negative organizational culture can decrease job satisfaction.

Ethical Approval

This research did not require ethical approval.

Informed Consent Statement

This research did not require informed consent.

Authors' Contributions

DAGSKDS contributed to the conceptualization of the study, literature selection, data analysis, and manuscript writing. MMRP contributed to the systematic review design, data synthesis, and interpretation of findings. IMS contributed to the methodological review, critical revision of the manuscript, and final approval of the article.

Disclosure statement

No potential conflict of interest was reported by the author(s).

Data Availability Statement

The data presented in this study are available on request from the corresponding author due to privacy reasons.

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Notes on Contributors

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